

Headquarters

Executive Direction and Management

The **Executive Office** comprises the High Commissioner, the Deputy High Commissioner, the Assistant High Commissioner and the Chef de Cabinet. The Executive Office formulates 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 the UNHCR Liaison Office in New York, the Inspector General and the head of the "UNHCR 2004" Unit all report directly to the High Commissioner. The head of the Division of Communication and Information and the Mediator report to the Deputy High Commissioner, as do the heads of the Information Technology and Telecommunications Service and the Legal Affairs Section. The heads of the Division of Financial and Supply Management and the Division of Human Resources Management, formerly known collectively as the Division of Resource Management, also report to the Deputy High Commissioner. The head of the Emergency and Security Service falls under the Department of Operations, which is headed by the Assistant High Commissioner. Additionally, heads of all Regional Bureaux report to the Assistant High Commissioner. For the purpose of this Global Report, the costs relating to the UNHCR Office in New York are included in the regional overview for North America and the Caribbean. The costs related to the Emergency and Security Service are included in the chapter on Global Programmes.

The **Inspector General's Office (IGO)** oversees the management of UNHCR and investigates allegations of misconduct. IGO assesses the quality of management and accountability through regular inspections of UNHCR's operations, involving detailed analysis of the factors needed to achieve the organisation's objectives. The IGO also addresses specific allegations of misconduct levelled against UNHCR staff, or staff of partner agencies, and pro-

poses general measures to prevent mismanagement or the abuse of UNHCR's mandate and resources.

In September 2002, a new Inspector General was appointed, and a small investigation unit was created within the IGO, reducing UNHCR's reliance on the Office of Internal Oversight Services (OIOS). The Inspector General is currently supported by a Deputy Inspector General, two inspectors, three investigators and two administrative support staff.

The Inspector General is the focal point for all investigations concerning allegations of misconduct by UNHCR staff and the staff of implementing partners. Alleged misconduct may include claims of fraud, misuse of funds or resources, abuse of authority, harassment of staff or beneficiaries, mistreatment of refugees or other improper conduct. In 2002, the High Commissioner established an internal procedure for undertaking investigations. Following examination of allegations of misconduct, the IGO reports its findings directly to the High Commissioner and the Director of the Division of Human Resources.

During 2002, IGO received 133 complaints, of which 126 fell within the competence of the office. This was a dramatic increase compared to 2001, when IGO received only 12 complaints. The allegations covered a variety of issues ranging from the misuse of assets and fraud, to the sexual exploitation of refugees and the sexual harassment of staff. Following investigations, IGO recommended that disciplinary measures be taken in 50 per cent of the cases. Allegations were deemed to be unfounded in 35 per cent of cases, and the files were closed. At the end of the year, 51 investigations which began during the year were still ongoing. The investigation into the allegations of sexual exploitation in West Africa which began in 2001 was concluded during 2002, and a report was presented to the UN General Assembly.

Inspections provide the High Commissioner, senior managers and UNHCR field operations with an



Geneva: UNHCR's Headquarters. *UNHCR / S. Hopper*

independent and objective review of performance, highlighting key issues and problem areas. They identify best practices that might be replicated elsewhere to enhance the efficiency and effectiveness of the organisation. IGO undertakes comprehensive reviews of field operations, focusing especially on strategies, external relations, programme management, protection of refugees and asylum-seekers, and administrative management. Three months after IGO's recommendations have been published, inspected offices must report on remedial action undertaken. In late 2002, IGO began working on an enhanced database of inspection recommendations in order to strengthen compliance by field offices. In 2002, inspections of country operations were carried out in Bangladesh, the Democratic Republic of the Congo, Ghana, Jordan, Lebanon, Myanmar, Nepal, the Republic of the Congo, the Russian Federation and the Syrian Arab Republic.

A mission was sent to Djibouti to follow up on the previous year's investigation and inspection missions. The office anticipates that there will be more follow-up missions in 2003, as this has proven to be an effective means of achieving compliance. In 2002, the High Commissioner agreed that the role of the IGO would be expanded to include strategic reviews. These will serve to analyse selected regional and sub-regional refugee situations to assess UNHCR's role, and ascertain where it might strengthen partnerships with other organisations, including UN agencies, international organisations and NGOs.

The IGO continues to act as secretariat to the Oversight Committee, chaired by the Deputy High Commissioner. The Oversight Committee co-ordinates all oversight functions within UNHCR, identifies areas of co-operation and, where appropriate, shares information on its activities.

The objectives of the **Information Technology and Telecommunications Service (ITTS)** for 2002 included a number of infrastructural upgrades in addition to the regular support required by existing systems. In early 2002, significant resources were made available for the VSAT satellite telecommunications network required by the Afghan Operation. Throughout the year the Service worked on infrastructure and systems upgrades required to meet current industry standards.

Achievements in 2002 included:

- Implementation of a fully operational Afghan Telecommunications network.
- An upgraded Headquarters LAN in line with the 100 megabyte industry standard transfer speed.
- An upgraded PABX telephone system and replacement of obsolete desk telephones.
- Upgrade of the Headquarters Groupwise email system from version 4.1 to version 5.5 which enabled worldwide access to the email system through the Internet.
- Completion of the implementation of the Electronic Document Management Systems (EDMS), which is now the main UNHCR knowledge repository. Over 600 staff were trained in the use of EDMS.
- The successful development and installation of a Windows XP pilot to support the MSRP project (see below).

In addition, preparations for the upgrade to Windows XP were started in the latter half of 2002. This entailed a review of all application programmes and databases that will be affected by the change-over to Windows XP. The Integrated Systems Project (ISP), now called Management Systems Renewal Project (MSRP), was also restarted in 2002.

The **Emergency and Security** Service comprises Field Safety and Emergency Preparedness and Response Sections. It was set up in early 2001 to strengthen UNHCR's emergency and security management. By early 2002 it had reached its full complement of staff.

The Department of International Protection

The **Protection Information Section (PIS)** was created in December 2001 to assume functions relating to the provision and exchange of protection information previously carried out by the Centre for Documentation and Research (CDR). By early 2003, the section became fully operational: staff were recruited, and objectives, a work plan and terms of reference were laid down. PIS re-established linkages with external partners and other sections within UNHCR, and benefited from earmarked support.

To support implementation of the *Agenda for Protection*, PIS has provided UNHCR staff, government officials, the judiciary, NGOs, researchers, refugee law practitioners and others with pertinent country of origin and legal information and analysis, by maintaining and updating UNHCR's country of origin and legal databases. Comprehensive and objective information is accessible to end-users through UNHCR's public website, its internal electronic network and on CD-Rom (RefWorld and KIMS).

The Section has also helped UNHCR's Library to update its country of origin and legal data and has promoted new systems of electronic dissemination of information. States that have recently acceded to the 1951 Convention have benefited from capacity-building initiatives, assisting them to develop information capabilities to support fledgling refugee status determination authorities. A new trainee programme designed for Central and Eastern Europe was launched and a trainee from Poland joined in November 2002.

In 2002 preparations were laid for the release of REFWORD 2003 (in early 2003), by updating all country and legal databases in a more user-friendly format with improved search capabilities. This four volume CD-Rom will contain comprehensive protection information.

In 2002 DIP created the **Refugee Status Determination (RSD) Unit**, as part of an internal reorganisation of the department. The Unit consists of a Senior Officer, a consultant and a JPO. The RSD Unit is active in the areas of standard-setting, training and capacity-building, oversight and evaluation and operational support. In accordance with the *Agenda for Protection*, the overall objective of the Unit is threefold: to enhance UNHCR's capacity in RSD; to improve the fairness, integrity and quality of UNHCR's decisions when it undertakes RSD; and to harmonise these procedures.

In the area of standard-setting, UNHCR drafted *Procedural Standards for RSD Operations* under UNHCR's mandate, to be issued in early 2003. These Standards provide comprehensive guidance to UNHCR offices on procedural issues related to mandate RSD, including measures to enhance supervision and oversight. They contain specific guide-

lines for all stages of the RSD process, from the reception and registration of asylum-seekers by UNHCR through to the final determination of refugee claims. Training is being provided by the RSD unit through the Protection Learning Programme and the RSD/Resettlement Learning Programme. Training and capacity-building activities were organised in Thailand, Jordan, Macao and Albania. With regard to oversight and evaluation of RSD operations, the RSD Unit participated in missions to the Middle East and Turkey, and undertook evaluations of the RSD Projects in Costa Rica, Cyprus, Ecuador and Hong Kong SAR.

The Department of Operations

Progress towards realisation of the objectives of the **Division of Operational Support** for 2002 is described in detail in the Global Programmes and Headquarters chapters under Refugee Women and Gender Equality, Refugee Children including Adolescents, Older Refugees, Community Services and the Community Development Approach, the Environment, HIV/AIDS, Registration Project-Profile, Education Projects, and Support to Operations Management.

The Division of Communication and Information

The main role of the **Division of Communication and Information (DCI)** is to mobilise public, political and financial support for the work of the organisation. This implies the delivery of a powerful and consistent message to external audiences; the continuous development of enhanced partnerships with governments and international, inter-governmental and non-governmental organisations; and the mobilisation of funds from governments, inter-governmental sources and the private sector.

In 2002, the three main responsibilities of the Office of the Director were:

- to ensure that the objectives and approaches followed by the various services within the Division complemented each other and remained consistent with UNHCR's strategic goals and policies;

- to maintain effective internal communications, by facilitating a smooth flow of information in headquarters and with field offices; and
- to co-ordinate the work of the Division.

Through the Administrative Unit established in 2002, the Director's Office strengthened its capacity to oversee compliance with financial rules, spending levels, and the prescribed management of human resources in the Division. In addition, the Unit gave administrative and programme support to the Media Relations and Public Information Service.

During 2002, the Director's Office implemented activities aimed at enhancing UNHCR's internal communications, such as the production of the "Celebrate the Team" posters and the Service's participation in the UNHCR Staff Memorial Committee.

The Director's Office also took on a full-time staff member for six months as Information Manager to review and advise the Director on UNHCR's internal and external communication policies and tools. This initiative led to the production of several policy papers and a series of recommendations on how to rationalise UNHCR's use of its electronic communication tools, which were then streamlined into the broader Management Systems Renewal Project (MSRP), an initiative guided by the Deputy High Commissioner.

During the reporting period, DCI played a key role in the High Commissioner's initiatives to access new sources of funding, as well as to search for viable solutions for refugees and other populations of concern to the Office. The Director guided a working group tasked to translate the "4Rs" concept (Repatriation, Reintegration, Rehabilitation and Reconstruction in post-conflict situations) into practice. To this end, the Director's Office hired an external consultant to help with the development of the necessary conceptual frameworks for the "4Rs" and their subsequent dissemination to field operations.

The **Donor Relations and Resource Mobilisation Service (DRRM)**, as the focal point within UNHCR for relations with governmental and inter-governmental donors, pursued its activities in 2002 to mobilise funds from various sources. The Service provided donors with information on policies, funding, programmes, administration and other issues

which affect the donors' funding decisions. It helped donors through briefings and consultations acquire a clear understanding of the goals and the resource requirements of the Office. At the same time, it helped the field and headquarters generate the information needed for this purpose. DRRM participated in regional bureaux strategic planning meetings and undertook training, with Secretariat, to sensitise staff involved in preparing reports of donors' reporting requirements. Other important work included the co-ordination of UNHCR's inputs to the Consolidated Inter-Agency Appeals (CAP) process. At the end of the year, DRRM worked with Secretariat to organise the annual Pledging Conference in Geneva. The Service produced the Global Appeal, the Mid-Year Progress Report and the Global Report to help generate the funds required for UNHCR's operations worldwide and satisfy donor reporting requirements.

In 2002, the **Media Relations and Public Information Service (MRPIS)** co-ordinated the activities of its individual units (Media, Print Publications, Electronic Publications, Video/Audio, and Visibility/Distribution), so as to ensure increased multi-media coverage of issues concerning refugees and UNHCR operations worldwide. The global network is anchored by a central news and editing desk in Geneva, which collects, packages and disseminates information on a daily basis through direct contact with the print and broadcast media, in addition to electronic publishing on UNHCR's website. Throughout the year, the Service held daily news briefings to update the international media on activities and topics of concern to UNHCR, and co-ordinated daily assignments to ensure that as many in-house media channels as possible (e.g. print, broadcast, photo, internet) were used simultaneously to disseminate information.

During 2002, UNHCR strengthened the role of its public website (www.unhcr.org), produced and maintained by the Electronic Publishing Unit (EPU) in MRPIS. The EPU took on two more members of staff: one to produce the Refworld CD-Rom and one as assistant documentalist. The website has become a vital vehicle by which MRPIS disseminates news.

In the last quarter of 2002, the website had an average of 1.27 million page hits (individual pages opened) per month. The UNHCR website regularly carries

detailed, same-day coverage of events in some of the world's most remote areas, along with digital photos and graphics transmitted from field offices. The 10 most active countries visiting the site were Australia, Canada, France, Germany, Italy, Japan, Netherlands, Switzerland, United Kingdom and the USA.

The MRPIS Distribution Unit sent out a large volume of public information and visibility materials worldwide, including over 330,000 magazines, 80,000 posters, 70,000 brochures, 40,000 leaflets, 20,000 greeting cards and 18,000 calendars.

The **Private Sector and Public Affairs Service (PSPA)** promotes public awareness in over forty countries through UNHCR's network of public information officers and the fund raising activities of seven national associations and eight UNHCR branch offices.

In 2002, the Service was strengthened by the arrival of the Senior Corporate Fund Raising Officer, the Individual (Major Donors) Officer and the Fund Raising Web Specialist Officer. At the same time, the Nansen Refugee Award co-ordination work was integrated into the Public Affairs Unit.

In 2002, there was an alteration to the Standard Agreement Framework governing relations between UNHCR and national associations. In its June 2002 session, the Senior Management Committee approved the global PSPA fundraising strategy document. The guidelines for Goodwill Ambassadors representing the United Nations were issued by the UN Secretary General in September 2002. During the same period, the guidelines for working with the corporate world were approved by UNHCR.

PSPA raised a total of some USD 20 million in cash, placing private sector income as 10th on UNHCR's list of major donors. In addition, in-kind donations represented close to USD 3 million. Further information on the activities undertaken by this service is included in the chapters on Global Programmes and Funding UNHCR's Programmes.

The **Secretariat and Inter-Organisation Service (SIOS)** supports the work of UNHCR's Executive Committee and acts as focal point for UNHCR's

relations with UN agencies, inter-governmental organisations and other international organisations.

In 2002, the annual cycle of meetings of the Executive Committee (ExCom), serviced by the Secretariat, included the completion of the third track of the Global Consultations and the subsequent adoption at ExCom's 53rd session of the Agenda for Protection. Other important work undertaken by the Committee, with the support of the Secretariat, included a series of consultations on issues given priority by ExCom's Bureau. They concerned funding mechanisms for UNHCR's programmes, as well as contributions by developing host countries, on which decisions were adopted at ExCom's session. In the last part of the year, attention focused on implementation of the Agenda for Protection.

Secretariat was responsible for the High Commissioner's annual report to ECOSOC and the General Assembly, and provided support and guidance on various other reports on refugee issues for consideration by the Third Committee. It also assisted, in an advisory capacity, in the preparation and review of the annual "omnibus" resolution on UNHCR, containing policy directives on essential aspects of the work of protecting and assisting refugees and persons of concern.

SIOS worked with other units at headquarters to strengthen UNHCR's involvement in the IASC process, including the IASC Task Force on Protection from Sexual Exploitation and Abuse in Humanitarian Crises. The Service initiated a review of the "focal points" system governing most of UNHCR's contributions to the IASC, other inter-agency fora, and thematic dialogues. SIOS continued to provide information and policy support to UNHCR's Office in New York.

In 2002, SIOS was a member of the Working Group for the revision of the MOU with WFP, signed in July 2002, as well as a member of the group revising the MOU with UNICEF. The Service also took steps towards making the semi-annual information note to the UNHCR Standing Committee on Co-ordination Issues into a more analytical and policy-oriented document.

During the year, SIOS took a leading role in the policy discussions and draft recommendations made on CCA/UNDAF and UNDG. The Service produced and distributed to all UNHCR offices a revised edition of the compendium of UN organisations, funds, programmes, specialised agencies, and related organisations. In addition, there was close co-operation between the Secretariat and other units at headquarters on quality standards for all official documentation and correspondence.

In 2002, UNHCR maintained its collaboration with non-governmental organisations (NGOs), to better achieve the Office's core objectives of advocacy, providing international protection and assistance, and finding durable solutions for persons of concern to the Office.

In the earlier part of the year, UNHCR reviewed and approved the findings of the Task Force on Partnership, an initiative launched by the High Commissioner in mid-2001. As a result, the **NGO Liaison Unit** commissioned two reviews which focused principally on collaboration with national NGOs in selected countries in the East, West, and the Horn of Africa and in the Great Lakes regions. These reviews provided UNHCR with data on which to base new approaches to strengthening partnerships with NGOs.

NGOs have brought special expertise and field experience to UNHCR's governance. Some 260 representatives from 180 national and international NGOs, UN and international organisations came together at the annual Pre-ExCom Consultations. NGOs also provided valuable insights and input to the joint NGO statement delivered by the International Council of Voluntary Agencies (ICVA) at the 53rd Session of the Executive Committee in October 2002. In addition, NGOs played an active and important role in the Global Consultations on International Protection, as well as in the Office's Annual Tri-Partite Consultations on Resettlement, at which States, NGOs, and UNHCR gathered to review ongoing UNHCR programmes and policies.

During the year, UNHCR channelled USD 330 million (more than one-third of its annual budget) through some 700 governmental, inter-governmental, and NGO implementing partners. NGOs comprised the single largest group of partners supported

by UNHCR. Three out of four of the project agreements with implementing partners were with national NGOs. Almost 74 per cent of the funds channelled through UNHCR's implementing partners covered six main sectors: 16 per cent to agency operational support, 14 per cent for transport and logistics, 13 per cent for shelter/ other infrastructure, 11 per cent for legal assistance/ protection, 10 per cent for health and nutrition, and 10 per cent for education.

During 2002, following several reports on the prevention of gender-based violence and sexual exploitation in the field, UNHCR and NGOs jointly re-examined their approaches and worked together to find solutions to these issues. In addition, they undertook preventive and remedial activities in the field, and NGOs played an active part in the IASC Task Force on Protection from Sexual Exploitation and Abuse in Humanitarian Crises. The Task Force developed principles of conduct for humanitarian workers and a plan of action for humanitarian crises aimed at creating an environment free from sexual exploitation and abuse.

UNHCR participated in a number of NGO-driven initiatives, such as the Sphere Project, Reach Out Protection Training, and the Humanitarian Accountability Project. Likewise, NGOs frequently contributed to UNHCR's internal evaluations through either direct participation or consultation.

UNHCR maintained its standby arrangements with NGOs. This helped in responding to the needs of UNHCR field offices, through the deployment of qualified staff in the areas of refugee protection, resettlement, community services, field security, child protection, engineering, telecommunications, and other vital sectors.

During the year, UNHCR also collaborated with NGOs in field operations. In Central and South America, the Office worked extensively with national NGOs to form protection networks, whereby NGOs provided legal counselling and assistance to urban refugees and IDPs. Similarly, in Central and Eastern Europe, the Office worked in association with international NGOs to strengthen the capacity of certain national NGOs which will remain as an active force for refugee protection when UNHCR's operations are phased out. In Southern Africa,

UNHCR worked closely with national and international NGOs on all aspects of the delivery of basic services in refugee camps, as well as in providing legal services, information and educational opportunities to urban refugees. In Asia and the Middle East, UNHCR continued to offer emergency management training to an emerging group of national and international NGOs that are increasingly active in emergency refugee operations.

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 2002, the Electronic Document Management System (EDMS) was installed in computers throughout headquarters. By the end of the year over three hundred thousand current records were accessible in the system. An assessment of EDMS concluded that the deployment of this system to field offices should be deferred, while its implementation is consolidated at headquarters. In response to requests for information, archival records were made available to legal, academic and other researchers. The Section also issued governance procedures on the destruction of records no longer of enduring value for follow-up by offices in the field.

The Division of Human Resources Management

In 2002, the **Human Resources Service (HRS)** experienced substantial staff turnover, particularly at senior levels, as well as further changes in its management structure. HRS was re-established as the Division of Human Resources Management (DHRM) in July 2002. The new Director of the Division took up his functions on 1 October 2002.

Despite this climate of change and readjustment, HRS moved ahead with the development and refinement of human resources policies to enhance the efficiency of the organisation, particularly in the posting of staff. During the year, the Service introduced, on a trial basis, the Fast Track Model for the deployment of staff in response to the Afghanistan emergency. This initiative was successful in rapidly deploying staff members with the requisite experience and skills for that operation. The Fast Track model was extended in 2002 to all

supplementary programmes and emergency operations which have an expected standard assignment duration of one to two years.

Following the recommendations of a dedicated support team established in 2001, HRS introduced a number of improvements in the management and situation of staff members in between assignments. The team implemented new measures which addressed delays in the postings process, by imposing stricter timelines and introducing a more proactive role for the Service. Conversely, staff members in between assignments were obliged to undertake temporary assignments commensurate with their abilities.

An important achievement in 2002 was the finalisation and publication of a UNHCR Code of Conduct. A number of colleagues, including a representative of the Staff Council, participated in an internal exercise to develop the text of the Code and its explanatory notes, with extensive feedback from both field offices and headquarters. The Code is intended as an illustrative guide to assist staff in making ethical decisions during the course of their work (and in their private lives, insofar as this affects their work within UNHCR). The nine principles of the Code, as well as its core values, now form an integral part of the Staff Regulations and Rules.

The year 2002 saw a resolution of the long-standing issue of the use of "project staff." Following the announcement of the phasing out of the use of project staff in 2001, HRS introduced exceptional procedures to allow all former project staff to be considered as internal candidates for the relevant project positions, which were converted to regular posts.

The High Commissioner charged the newly-constituted DHRM with the carrying out of a review of the human resources policies on postings, promotions and contracts introduced in 2000. A freeze was imposed on the issuance of indefinite contracts to newly-recruited staff members pending an assessment of the impact of this policy on UNHCR's workforce and operations. The subject of UNHCR's rotation policy was broached during joint staff/management discussions. A series of new human resources' policies is expected to come into effect in 2003.

The Division was also responsible for, and covered, costs related to the **Office of the Director, the Career and Staff Support Service, Staff Council and Special Staff Costs including Voluntary Separation.**

The Division of Financial and Supply Management

The **Division of Financial and Supply 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 2002, one of the main priorities of the Division was to begin implementation of the first modules of the Management Systems Renewal Project (MSRP), which will involve the Supply Management and the Financial Resources Services of DFSM. This project will improve UNHCR's technical infrastructure in the areas of supply chain and finance, thereby enabling better strategic prioritisation in the elaboration of its budget and the allocation of resources.

The **Financial Resources Service (FRS)** sets out the policy for financial management and control, including budgeting, financial monitoring and reporting. In 2002, the Service produced UNHCR's yearly financial statements, developed and implemented training on financial and budgetary principles and procedures, and provided policy guidance and support for cash management, income recognition and payments. FRS also developed policies and procedures for travel on official business. The Service comprises six units: Finance, Budget, Treasury, Policy Training, Audit, and Travel and Visa.

The **Supply Management Service's (SMS)** primary purpose is to provide timely and cost-effective sourcing and delivery of goods and services to refugees and other persons of concern to UNHCR. SMS provides advice on the procurement of goods and services as well as logistics, to UNHCR staff at headquarters and in field offices. In 2002, UNHCR advanced towards the establishment of an integrated Supply Service incorporating the following functions: sourcing (procurement), delivery, asset management and arranging and advising on worldwide transport and logistics. The Service also conducted a comprehensive revision of the largely outdated Supply and Food Aid Handbook of 1989.

The Management Systems Renewal Project was launched at the end of 2002. The effective functioning of the Supply Chain in UNHCR will benefit greatly from the project, since the current software system for procurement, commodity-tracking and asset management is outdated and requires extensive revision. The new software system will bring supply and service planning, sourcing, delivery, inventory management and asset management into a more tightly integrated global structure.

During 2002, the **Organisational Development and Management Section (ODMS)** continued to provide UNHCR's senior management with information, analysis, advice and assistance on structural and managerial issues. The Section's scope of activities included: membership of the Joint Advisory Committee; participation in the establishment of a methodological/policy framework to underpin an examination of UNHCR's presence and role in Western Europe and North America; the management of the Canadian Management Consultants Trust Fund; and the completion of various management improvement reviews approved by the Executive Office.

The **Building Services Unit** within the Service is responsible for making the most efficient use of UNHCR headquarters' buildings (currently four buildings) in terms of allocation of space, maintenance and running costs. This Unit ensures an equitable and adequate distribution of office space, and is responsible for internal and external mail, storage at headquarters, the maintenance of the PABX, an automatic telephone switching system, and liaison with the UN Security Service.

The UNHCR Audit Service of the **Office of Internal Oversight Services (OIOS)** assumes the internal audit function for UNHCR based on an MOU of April 2001. Internal auditing is an independent, objective activity which provides advice designed to add value and improve UNHCR's operations. The Service reviews the reliability and integrity of data, compliance with policies and regulations, the safeguarding of assets and the economical and efficient use of resources. The UNHCR Audit Service assists UNHCR in the accomplishment of its objectives by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of the Office's control and governance processes.

In 2002, the UNHCR Audit Service developed the annual audit plan in close consultation with UNHCR's management and in co-ordination with the UN Board of Auditors. The plan includes periodic reviews of UNHCR's country operations, as well as in-depth reviews of selected headquarters programmes, systems and functional areas. During the year, the Service audited operations in 35 countries in Africa, Asia and the Pacific, Europe and the Americas. Given the magnitude of UNHCR's Afghan operation, a resident audit team was established in Islamabad to ensure continuous audit coverage and to provide advice to the operation on effective internal controls. The Service also continued its review of UNHCR's major international implementing partners with reviews conducted in Canada, Denmark, France, Japan and the USA.

During the year, OIOS introduced a measurement system to rate the effectiveness of the application of key internal controls. This facilitates the setting of benchmarks equally applicable to several country operations. It provides UNHCR's management with evidence that activities are well administered, and helps identify operations in need of prompt corrective action.

DFSM was responsible for and covered costs related to the **Office of the Internal Oversight Services (OIOS-Internal Audit), ICC Services, Joint Medical Service**, outsourced services provided by the **United Nations Office in Geneva (UNOG)**, and running costs for **UNHCR Headquarters' buildings**.

Voluntary Contributions – Restricted / Earmarked (USD)

Donor	Earmarking ¹	Annual Programme Budget and Trust Funds		Supplementary Programme Budget and Trust Funds	
		Income	Contribution	Income	Contribution
Denmark	Research, Evaluation / Documentation	252,525	252,525	0	0
European Commission	Protection	140,226	140,226	0	0
Ireland	Research, Evaluation / Documentation	59,055	59,055	0	0
Japan	HQs	4,300,000	4,300,000	0	0
	"UNHCR Project on Human Security Commission"	0	0	55,138	55,138
	Afghan Situation – HQs Costs	0	0	1,000,000	1,000,000
Netherlands	Project "UNHCR 2004"	97,984	97,984	0	0
	Protection	99,066	99,066	0	0
Sweden	HQs	2,589,342	2,589,342	0	0
	Project "UNHCR 2004"	109,290	109,290	0	0
UNF/UNFIP (Ted Turner) (USA)	Salary Costs	59,246	59,246	0	0
United States of America	HQs	14,000,000	14,000,000	0	0
	Protection	166,250	166,250	0	0
Total		21,872,984	21,872,984	1,055,138	1,055,138

¹ For more information on the various earmarkings, please refer to the Donor Profiles.

Budget and Expenditure (USD)						
Programme	Revised Budget			Expenditure		
	Annual Programme Budget, Trust Funds and Regular Budget ¹	Supplementary Programme Budget	Total	Annual Programme Budget, Trust Funds and Regular Budget ¹	Supplementary Programme Budget and Trust Funds	Total
Executive Direction and Management (EDM)						
Executive Office	5,163,607	96,273	5,259,880	4,998,581	95,518	5,094,099
Information Technology and Telecommunications Service	8,952,442		8,952,442	8,928,247		8,928,247
Sub-total EDM	14,116,049	96,273	14,212,322	13,926,828	95,518	14,022,346
Department of International Protection (DIP)						
Director's Office	1,547,260	0	1,547,260	1,477,133	0	1,477,133
Specialised Sections	5,150,149	0	5,150,149	5,032,055	0	5,032,055
Sub-total DIP	6,697,409	0	6,697,409	6,509,188	0	6,509,188
Department of Operations						
Director's Office, Bureau for Africa	2,267,657	0	2,267,657	2,266,064	0	2,266,064
Evaluation and Policy Analysis Unit	702,095	0	702,095	673,901	0	673,901
Division of Operational Support						
– Director's Office	1,896,072	0	1,896,072	1,883,471	0	1,883,471
– Operational Field Support Service	3,331,560	0	3,331,560	3,288,956	0	3,288,956
– Programme Coordination and Operational Support Section	1,539,513	0	1,539,513	1,523,279	0	1,523,279
– Population & Geographic Data Section	967,582	0	967,582	963,662	0	963,662
Sub-total Division of Operational Support	7,734,727	0	7,734,727	7,659,368	0	7,659,368
Bureaux and Liaison Units at Headquarters						
– Desk for West and Central Africa	1,088,980	0	1,088,980	1,050,948	0	1,050,948
– Desk for East and Horn of Africa	868,208	0	868,208	859,440	0	859,440
– Desk for Great Lakes	1,087,882	0	1,087,882	1,079,834	0	1,079,834
– Desk for Southern Africa	609,520	74,641	684,161	598,273	14,787	613,060
– Bureau for South West Asia, North Africa and the Middle East	3,101,275	2,636,343	5,737,618	3,063,588	1,826,923	4,890,511
– Bureau for Asia and the Pacific	2,468,939	0	2,468,939	2,373,463	0	2,373,463
– Bureau for Europe	4,453,152	0	4,453,152	4,405,488	0	4,405,488
– Bureau for the Americas	1,741,225	0	1,741,225	1,708,319	0	1,708,319
Sub-total Bureaux at Headquarters	15,419,181	2,710,984	18,130,165	15,139,353	1,841,710	16,981,063
Sub-total Dept. of Ops.	26,123,660	2,710,984	28,834,644	25,738,686	1,841,710	27,580,396
						>>>

Programme	Revised Budget			Expenditure		
	Annual Programme Budget, Trust Funds and Regular Budget ¹	Supplementary Programme Budget	Total	Annual Programme Budget, Trust Funds and Regular Budget ¹	Supplementary Programme Budget and Trust Funds	Total
>>>						
Division of Communication and Information (DCI)						
Director's Office	824,402	0	824,402	747,787	0	747,787
Donor Relations and Resource Mobilisation Service	2,995,004	0	2,995,004	3,010,311	0	3,010,311
Media Relations and Public Information Service	2,926,641	0	2,926,641	2,919,726	0	2,919,726
Private Sector and Public Affairs Service	2,197,418	0	2,197,418	2,276,960	0	2,276,960
Secretariat and Inter-Organisation Service	1,368,605	0	1,368,605	1,473,086	0	1,473,086
NGO Coordinator	421,530	0	421,530	396,692	0	396,692
Archives and Record Section	1,428,033	0	1,428,033	1,405,545	0	1,405,545
Sub-total DCI	12,161,633	0	12,161,633	12,230,107	0	12,230,107
Division of Human Resource Management (DHRM)						
Director's Office	160,622	0	160,622	93,180	0	93,180
Human Resources Service	7,717,460	0	7,717,460	7,535,399	0	7,535,399
Career and Staff Support Service	3,655,486	0	3,655,486	3,612,409	0	3,612,409
Staff Council	220,987	0	220,987	217,512	0	217,512
Sub-total DHRM	11,754,555	0	11,754,555	11,458,500	0	11,458,500
Division of Financial Supply and Management (DFSM)						
Office of the Controller and Director	943,202	0	943,202	935,100	0	935,100
Financial Resources Service	6,134,861	0	6,134,861	6,166,158	0	6,166,158
Supply Management Service	4,373,993	0	4,373,993	4,366,945	0	4,366,945
Audit	1,499,902	0	1,499,902	1,460,716	0	1,460,716
ICC Services	1,585,425	0	1,585,425	1,566,298	0	1,566,298
Joint Medical Service	923,000	0	923,000	918,047	0	918,047
UNOG Services	4,120,000	0	4,120,000	4,118,483	0	4,118,483
Headquarters Running Costs	5,671,621	0	5,671,621	5,667,062	0	5,667,062
Sub-total DFSM	25,252,004	0	25,252,004	25,198,809	0	25,198,809
Grand Total	96,105,310	2,807,257	98,912,567	95,062,118	1,937,228	96,999,346

¹ Includes UN Regular Budget of USD 20,135,431 and expenditure of USD 21,020,508.