

# Headquarters

## 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 Special Advisor and Director of the UNHCR office in New York all report directly to the High Commissioner. In 2004, the post of Senior Advisor to the High Commissioner on Gender Issues was created in the Executive Office. The High Commissioner also oversees the functions of the Head of the Convention Plus Unit. The Controller and Director of the Division of Financial and Supply Management, the Director of the Division of External Relations (formerly the Division of Communication and Information), the Director of the Division of Human Resources Management, the Director of the Division of Information Services and Telecommunications, report directly to the Deputy High Commissioner. The functions of the Head of the Legal Affairs Section and the Mediator are also overseen by the Deputy High Commissioner. The Assistant High Commissioner oversees the Department of Operations, which includes the Director of the Division of Operational Support and the Directors of all regional bureaux. The Head of the Emergency Response and Security Service and the Head of the Evaluation and Policy Analysis Unit also report to the Assistant High Commissioner.

Activities relating to the Emergency Response and Security Service are included in the chapter on Global Programmes. A description of the activities of the New York office is set out hereunder, but the budget related to the office is in the North America and the Caribbean chapter.

The role of **UNHCR's office in New York** has evolved in recent years in response to the Secretary-General's call for greater coherence and integration within the UN system. This has opened up opportunities for UNHCR to work more closely with other actors within the UN, particularly the peace and security pillar and the development pillars, in addressing protection and assistance needs of refugees and displaced persons and finding durable solutions to their plight. In 2005, the New York office will continue to build relationships with United Nations entities to ensure that the issue of population displacement remains on the forefront of the UN agenda. The Director of the office, who is also Special Advisor to the High Commissioner on political and policy related matters, reports directly to the High Commissioner.

In attempting to highlight the critical link between forced population displacement and international peace and security, UNHCR works closely with the UN Departments of Political Affairs and Peacekeeping Operations to be able to draw the attention of UN Member States – through the Security Council – to specific areas of concern.

The New York office will continue to play a catalytic role in strengthening cooperation between UNHCR and the Department of Peacekeeping operations (DPKO) and will contribute to a DPKO-led exercise aimed at establishing a more coherent approach to the issue of disarmament, demobilization and reintegration (DDR). Cooperation in this area will contribute to the building of confidence and stabilization, and will help create better conditions for the safe return of displaced populations.

UNHCR joined the United Nations Development Group (UNDG) with the aim of pursuing, with UNDG Members, and also through the Resident/Humanitarian Coordinator system, the inclusion of the needs of refugees, returnees and internally displaced persons in development programmes and planning. In 2005, the Office will further strengthen its engagement with the principal development

actors in New York. Progress towards achieving the UN Millennium Development Declaration and the Millennium Goals will be among the priorities of the UNDG, and UNHCR will endeavour to ensure that the needs of displaced persons are adequately reflected in discussions.

Following the adoption of the Guidance Note on Durable Solutions for displaced persons by the UNDG Programme Group, the Office will work, in 2005, towards supporting the UN Country Teams in the implementation of the Guidance Note. This process will help to ensure that durable solutions for displaced persons are included in the Common Country Assessment (CCA) and the UN Development Assistance Framework (UNDAF) funding mechanisms. The Office will provide guidance and support to the UN joint needs assessments undertaken in countries emerging from conflict as well as in the preparation of various reconstruction conferences, which should also aim to target refugees, IDPs and returnees.

UNHCR will participate in the proceedings and activities of the Executive Committee on Peace and Security (ECPS), and the Executive Committee on Humanitarian Affairs (ECHA). Under the auspices of the ECPS, UNHCR will support ongoing efforts related to the "Rule of Law" in post-conflict situations. Within the Executive Committee on Humanitarian Affairs, the Office will be engaged in the Implementation Group on the "Protection of Civilians in Armed Conflict". Within these fora, the Office will monitor developments related to a number of thematic areas including women and children, migration and trafficking, and landmines. In addition to these responsibilities the office in New York, together with UNHCR's Secretariat and Inter-Organization Service in Geneva, will continue to ensure the timely fulfilment of UNHCR's reporting requirements to the UN General Assembly, ECOSOC, and other UN bodies.

Since the **Inspector General's Office (IGO)** was established in 1994, its role and functions have evolved in response to the changing needs of the Office. In October 2003, the High Commissioner revised the Terms of Reference for the IGO, and in 2005, the activities of the IGO will be organized within these new parameters.



During ExCom, UNHCR's new light weight emergency tents designed for field operations were put on display in the atrium at Headquarters.  
UNHCR / S. Hopper

The IGO is responsible for: *inspections* of field and headquarters offices; investigations of allegations of misconduct; and *ad hoc inquiries* into incidents of violent attacks on UNHCR staff and operations where there are fatalities, major injuries, or large-scale damage to UNHCR assets. *Ad hoc inquiries* into other types of incidents, including allegations of misconduct by non-UNHCR personnel that could directly impact the credibility or integrity of the Office, can also be carried out by the Inspector General at the High Commissioner's request.

IGO will promote the effective and efficient management of UNHCR operations, including preventing wastage of resources, and through a range of preventive and pre-emptive measures, minimizing the need for remedial action. Trends, lessons, and best practices derived from IGO findings may thus be presented to the High Commissioner in support of recommendations for improvements in office policies, internal controls and management practices.

Inspections assess the management of UNHCR operations and activities, focusing on internal and external factors essential for achieving organizational objectives effectively and efficiently. As an internal oversight and management tool, inspections provide UNHCR with a review of the functioning of the Office, providing managers with an impartial and objective perspective on their performance or a second opinion on the management of difficult issues. Inspections also highlight recurring issues that need to be addressed at a higher level and identify best practices for dissemination.

Since 2004, the IGO has developed a more flexible, targeted and problem solving approach towards inspections in order to maximize resources. This revised approach differentiates between *standard* and *ad hoc* inspections. From September 2003 to September 2004, inspections of UNHCR operations were carried out in Armenia, Azerbaijan, Georgia, Kazakhstan, Spain, Turkey, Uganda, and Uzbekistan, and operational reviews were conducted in Somalia, Sudan and Sri Lanka. Further inspections are planned for 2005.

The inspection database was improved in 2004 to strengthen follow-up and enhance its effectiveness as a monitoring tool. The Inspection Handbook was revised along with related checklists and questionnaires. The checklists now incorporate issues relating to the Code of Conduct, responding to and preventing sexual and gender-based violence, and training opportunities. The Terms of Reference of the Oversight Committee, chaired by the Deputy High Commissioner, were also revised and improved to strengthen follow-up to inspection recommendations.

Investigations are undertaken when there is reason to believe that a staff member has engaged in misconduct. While in recent years there has been a dramatic increase in the number of allegations of misconduct received in the Investigation Unit, the number of reports alleging misconduct received in 2004 remained consistent with the number of complaints received in the previous year – over 120 cases annually. The increase in the number of incidents of alleged misconduct being reported, compared to 2000, is indicative of staff members' greater awareness of their obligations,

as well as the desire for more transparency and effective accountability within UNHCR.

As the volume of existing cases poses a major challenge for the IGO and the Office, the IGO has augmented its capacity to undertake investigations and support senior managers in undertaking investigations whenever appropriate, through a supplementary budget covering 2003 and 2004. In 2005, the additional resources will be mainstreamed into the IGO's Annual Programme budget. In order to maximize resources, a comprehensive manual for investigations has been completed and issued in 2004, and a training package for managers who will be undertaking investigations is currently being developed.

The IGO noted a continued lack of adequate understanding by many UNHCR staff members of sexual harassment as defined by the United Nations, and of the procedures available to address this form of misconduct. The IGO participated in a UNHCR Harassment Working Group convened by the Deputy High Commissioner to develop a UNHCR policy and simplified procedures to assist staff who may have concerns regarding all types of harassment in the workplace.

The Investigation Unit will continue its prevention initiatives through follow-up to the UN Inter-Agency Task Force on Sexual Exploitation of Refugees, the UNHCR Code of Conduct Task Force and the Harassment Working Group. The latter will develop a workplace harassment policy and procedures for UNHCR staff by the end of 2004.

In addition, the Investigation Unit has sought to incorporate the lessons learned from investigations by proactively contributing to the new Management Learning Programme, which will be a future requirement for all UNHCR managers. The Investigation Unit will work with UN agencies, Interpol, and governmental institutions in the investigation process during the year, and will continue to assist NGOs and implementing partners on an advisory basis regarding investigation issues concerning refugees.

The investigation database has been operational since the beginning of 2004, facilitating the central recording of all complaints alleging misconduct,



Liberia: Swedish peacekeepers forming part of the UN peacekeeping force - on alert as a convoy transporting returnees drives by.  
P. Flomoku

helping manage investigation cases, and producing statistical reports. Through joint communications with the Division of Human Resources Management and the Legal Affairs Section, investigation results will be shared with staff. In addition, management implication reports to reflect lessons learned from investigations, and to increase fraud awareness within the organization will be published in 2005.

The **UNHCR Audit Service** of the Office of Internal Oversight Services assumes the internal audit function for UNHCR. The Service provides the High Commissioner with independent, objective assurance of 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 any other issues which may have implications on the management of UNHCR's resources. Where assurance cannot be given, the UNHCR Audit Service provides information on problems identified and makes recommendations on how to address them. Whenever feasible, the Service identifies quantifiable savings and recoveries.

For 2005, the UNHCR Audit Service is planning 25 audits of UNHCR operations selected on the basis of a risk assessment and in consultation with the Office's management. For the Sudan Operation, a Resident Auditor will provide ongoing audit coverage and advice. At Headquarters, the Service will undertake reviews of activities to assess the

effectiveness and adequacy of systems and procedures, with special attention paid to the Management System Renewal Project, as well as other information technology projects.

From late 2004 into 2005, the UNHCR Audit Service will promote the concept of risk management and assist UNHCR in the implementation of a system which will provide a systematic, structured process for assessing and addressing significant risks in key functional areas.

The UNHCR Audit Service will introduce software to implement *Electronic Working Papers* to further streamline and standardize the audit process and increase its productivity. It will enable auditors working in remote locations to interact with audit management and receive online guidance during audit processes.

The **Emergency and Security Service (ESS)**, established in January 2001, is an integral component of the Executive Office of the High Commissioner. ESS operates in close cooperation with the regional bureaux and coordinates UNHCR's preparedness for, and response to, emergencies as well as the safety and security of staff and refugees. ESS will be restructured and strengthened in 2005 to more effectively address policy development and capacity building in the areas of emergency and security management. For more details, please refer to Emergency and Security Management and Emergency-related Projects in the Global programmes chapter.

## Division of Information Systems and Technology

The **Division of Information Systems and Telecommunications (DIST)** was created in 2004 and comprises the Information Technology and Telecommunications Service (ITTS) and the Management Systems Renewal Project (MSRP).

An external consultancy company will be engaged in late 2004 to evaluate the current service provision of the new division and to improve its service delivery capability, the provision of Information and Communications Technology (ICT) services supplied by DIST, and other UNHCR ICT service providers. The review will also include recommendations for increasing the strategic value of ICT to UNHCR, and suggestions on the composition and operation of an organization-wide ICT governance function. Implementation of accepted recommendations will begin in early 2005.

## Department of International Protection (DIP)

Three posts will be discontinued in the **Department of International Protection (DIP)** at the end of 2004 and six posts are to be created in 2005. The latter are temporary assistance lines which will be converted into posts. A new project created in conjunction with The Convention Plus Unit called *Strengthening of Protection Capacity* - is aimed at devising tools and approaches to strengthen the capacity to receive and protect refugees as well as to empower them to attain economic self reliance.

Proposals for the creation of the post of Assistant High Commissioner (Protection) will be discussed, in the latter part of 2004 and early 2005. The outcome of those discussions may impact on the present structure and management of the Department of International Protection in 2005. The resource implications of any decisions will be kept under careful review.

In 2005, the **Protection Policy and Legal Advice Section (PPLA)** will review the protection-related input for the Executive Committee and draft legal and protection policy papers on a range

of issues. It will focus on follow-up activities related to the Agenda for Protection including the Executive Committee Conclusions on International Protection and an update of the 1996 Handbook on Voluntary Repatriation.

The Section will revise UNHCR's guidelines on legal issues pursuant to the Office's supervisory role and Article 35 of the 1951 Convention; update and complement its *Handbook on Procedures and Criteria for Determining Refugee Status*; provide guidance for governments, legal practitioners and the judiciary and on Refugee Status Determination (RSD) practices in the Field. It plans also to issue further papers and/or guidelines on the application of exclusion clauses, cancellation of refugee status, 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.

PPLA will provide guidance to protection staff in the Field on issues that include: how to comment on national legislation; forced conscription; smuggling/trafficking; effective protection; and refugees *sur place*. In cooperation with UNICEF, it is envisaged to hold an Expert Meeting on Protection Needs of Trafficked Children and in cooperation with ICRC and other agencies, it will explore how to operationalize ExCom Conclusion No. 94 on the civilian and humanitarian character of asylum. A number of research papers such as political rights of refugees, the interface between asylum and extradition, the administration of justice in refugee camps, alternatives to detention, comparative overviews of asylum systems, international protection in mass influx situations, and refugee protection in the context of an international or a non-international armed conflict, will be disseminated in 2004 to inform policy formulation and to support relevant research on these issues.

On human rights, the Office will continue its efforts to strengthen the linkages and complementarity between its protection work and that of the UN human rights mechanisms. The

Secretary-General's programme of reform for the UN, which 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 this in the context of its mandate to protect refugees.

Within the overall objectives of the Agenda for Protection, the **Protection Operations Support Section (POS)** has identified the following objectives for 2005:

- enhancing monitoring and oversight capacity with a view of promoting a consistent global approach to the implementation of UNHCR's protection mandate and policies;
- providing legal support to operations through the dissemination of good practices, relating in particular to refugee women and children and vulnerable groups;
- ensuring that protection staffing levels are adequate to deliver effective protection for persons of concern to the Office;
- 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.

UNHCR established the Protection Information Section (PIS) in 2001 to provide comprehensive and objective information to UNHCR and Governments, NGOs, international organisations, academics, decision-makers in national refugee status determination procedures practitioners and members of the judiciary. With a RefWorld subscription list of over 2,000, in 2005, PIS will focus on improving the quality, quantity and access to information available on the UNHCR website. PIS will introduce RefWorld on DVD. The Section will conduct and coordinate country of origin research, provide advice and support to users on sources of information, and run a traineeship programme for countries that 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 State parties to the 1951 Refugee 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 five regional Bureaux (Africa, Asia and the Pacific, CASWANAME, Europe, and the Americas), the Special Unit for the Sudan Situation (created in 2004), 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, 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.

UNHCR's evaluation policy establishes minimum levels of evaluation, including those evaluations undertaken or commissioned by the **Evaluation and Policy Analysis Unit (EPAU)** and the Regional Bureaux. Every year, the Unit undertakes at least one global, thematic or policy evaluation; an evaluation of a large-scale emergency operation within six months of its establishment; a joint or inter-agency evaluation; two self-evaluations in the field; five externally-led evaluations, one in each region reviewing large, long-term programmes; and five externally-led evaluations of a large-scale repatriation and reintegration operation, during the course of the operation or within six months of its completion.

Field offices are encouraged to commission, undertake and participate in evaluations of their programmes, with technical support, guidance and funding provided by EPAU.

The **Division of Operational Support (DOS)** is made up of the following Sections/Units:

- Director's Office;
- Programme Coordination and Operations Support Section;
- Population and Geographic Data Section;

- Project Profile Unit
- Women, Children and Community Development Section
- Reintegration and Local Settlement Section;
- Technical Support Section.

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

- To provide support for the management of programmes, in particular in relation to programme design so that they are more results-based and reflect accepted standards of protection and assistance;
- To develop and support mainstreaming of programme policies, standards, guidelines and operational arrangements; in particular, those related to community development, refugee women/gender equality, refugee children/adolescents, HIV/AIDS, older refugees, the environment and the promotion of linkages with development partners in the search for durable solutions.

These objectives are reflected in UNHCR's *Strategic Objectives: 2005 - Expected Accomplishments and Indicators of Achievement* 3.1-3.3; 4.1-4.5; 5.1-5.2; 7.3-7.4; 9.1.

## Division of External Relations (DER)

The former Division of Communication and Information (DCI) was renamed the **Division of External Relations (DER)** on 7 September 2004. The division 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. Some of the division's key functions involve: preserving the institutional memory of the Office; monitoring global trends; analyzing the competitive environment for humanitarian funds; contributing to the formulation of strategies to deal with new challenges for UNHCR; 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 coordinate and oversee the quality and smooth

management of the work of DER; to ensure that the objectives and direction of the division are in line with the Office's goals and strategic direction; and to maintain good internal communication within UNHCR. In 2005, the division will continue to: enhance innovative partnerships with governmental, intergovernmental and non-governmental organizations, as well as UN agencies; participate in proactive fund raising from public and private sources and traditional and non-traditional sources of funding; and support efforts aimed at promoting durable solutions for refugees, including the Convention Plus Unit. DER will closely cooperate with the newly-created Division of Information Systems and Technology (DIST) to improve internal and external communications through, for example, the enhancement of UNHCR's information management mechanisms.

In 2005, the Director's office will lead the fund raising activities targeting development assistance funds with the help of a Special Advisor in Development Assistance and Funding, and a JPO sponsored by the Danish Government. It will advocate for the inclusion of refugee needs in development policies of donor countries, and will try to build on positive donor responses to fund durable solutions implemented by the Office in recent years.

As part of its advocacy work, UNHCR will participate in the Organization of Economic Cooperation and Development/Development Assistance Committee (OECD/DAC) Network on Conflict, Peace and Development Cooperation to ensure that the needs of refugees are adequately reflected in DAC guidelines. In addition, UNHCR will be working closely with members of the network to develop good practices in fostering coherent common approaches to refugee situations and in linking humanitarian and development assistance more effectively.

In 2005, UNHCR will begin to prepare the next edition of the *State of the World's Refugees* under the direct supervision of the DER Director.

**Donor Relations and Resource Mobilization Service (DRRMS)** is UNHCR's main interlocutor with governmental and intergovernmental donors. The Service provides those donors with information on UNHCR's administration of funds,



Switzerland: The High Commissioner celebrates 20 years of partnership with Fuji Optical represented by Dr. Akio Kanai. The company provides optical services and eyeglasses to refugees around the world. *UNHCR / S. Hopper*

policies and programmes, funding needs, as well as other factors that might affect a donor's funding decisions. DRRMS helps donors to acquire a clear understanding of UNHCR's objectives and resource requirements and assists the Field and Headquarters to generate the information needed for this purpose. To this end, it publishes the annual Global Appeal, the Mid-Year Financial Report and the Global Report, all of which help to generate the funds required for UNHCR's operations worldwide, and satisfy donors' reporting requirements. In 2005, with the support of other units at Headquarters and field offices, the Service will focus on: mobilizing support and increasing funding for UNHCR's operations; obtaining earlier and more flexible contributions for programmes; expanding the donor base; and identifying complementary sources of funding.

The **Media Relations and Public Information Service (MRPIS)** at Headquarters provides news, information and visibility materials through its Media Unit, Print Publications Unit, Electronic Publishing Unit, Video/Audio Unit, Mass Information Unit, and Visibility /Distribution Unit.

The UNHCR public website **www.unhcr.org**, produced and maintained by the MRPIS Electronic Publishing Unit, remains one of the pillars of the Office's public information strategy. In 2005, the

audio, video, and photo galleries will be enhanced and expanded. A French website, redesigned to match the "look and feel" of the main English site, will be relaunched in the first quarter of the year and will be maintained from Headquarters. A French web editor position will be created to maintain the day-to-day content of the site. The Chad/Darfur emergency page will be revised and updated to reflect UNHCR's work on both sides of the border. During the year, the number of UNHCR language websites is expected to increase to nearly 20. The main website, which receives an average of 1.2 million page hits per month, will continue to carry detailed, same-day coverage of events in some of the world's most remote areas, along with digital photos and graphics transmitted from field operations.

Public Information (PI) officers at Headquarters will serve as the main news and editing desk in UNHCR's information network, providing individual media interviews, press briefings at the *Palais des Nations* in Geneva twice a week, and other organized news conferences as required. PI officers will write, edit and distribute hundreds of publications, press releases, UNHCR website reports, emergency updates, briefing notes, photo packages and audio/video reports covering UNHCR's activities around the world.



The **Private Sector and Public Affairs Service (PSPA)** will aim to raise funds from individuals, municipalities, corporations, foundations and groups; increase the visibility of UNHCR; and raise public awareness on refugee issues around the world.

PSPA works through a network of five national associations in Australia, France, Japan, Spain, and the USA, as well as through UNHCR offices in Canada, Greece, Italy, the Nordic Region, and Switzerland, and two partners in Germany and the Netherlands.

The Public Affairs Unit, an integral part of the private sector strategy, plays a key role in promoting UNHCR's visibility throughout the world. The unit will focus on the four public awareness pillars: World Refugee Day, the Goodwill Ambassador Programme, the Nansen Refugee Award, and the Youth Outreach programme. The Unit will raise public awareness on refugee issues; act as an advocate for refugees; strengthen the UNHCR brand worldwide; and support private sector fund raising efforts.

UNHCR's Library and Visitors' Centre fall under the responsibility of PSPA. The Library 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 Centre organizes activities to promote refugee issues and UNHCR's operations through group visits, exhibitions, information stands and visibility events in collaboration with UN agencies and other partners.

The **Secretariat and Inter-Organization Service (SIOS)** supports the work of UNHCR's Executive Committee and acts as Headquarters' focal point for the Office's relations with other UN bodies, intergovernmental and international organizations. The Service functions as two units (Secretariat and the Inter-Organization Desk), both of which report to the Head of Service, who also serves as Secretary to the Executive Committee. The membership of the Executive Committee currently stands at 66 States, and this will most likely increase to 68 members in 2005. The 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 2005, SIOS will 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 IDPs, by building on existing mechanisms and exploring new areas of inter-agency cooperation.

The **NGO Liaison Unit** promotes and coordinates information exchange and dialogue between UNHCR and NGOs on issues which are central to refugee protection – through effective and predictable operational partnerships. NGOs are the single largest group of UNHCR's partners, through which one quarter of the organization's budget is channelled.

In 2005, the Unit will pursue greater opportunities for dialogue between UNHCR and the NGO community on specific operational issues; facilitate national NGO access to international fora; and foster cooperation and learning between operational actors. Exchanges will ensure that issues of concern regarding the organization's protection and policy priorities are discussed and implemented at the international and local levels.

In line with the High Commissioner's policy on strengthened collaboration with operational partners, the Unit will continue to support NGOs at the field level by promoting more strategic involvement in operational activities such as needs assessments, programme planning, project monitoring, evaluation, training, and emergency response activities. The Unit will provide technical support and financial assistance for NGO initiatives (such as the NGO Focal Point to the Annual Tripartite Consultations on Resettlement and the Global IDP Project), as well as for UNHCR-NGO-focused initiatives which benefit people of concern to UNHCR.

The Unit will reinforce support to UNHCR's 400 national NGO partners. NGOs bring valuable expertise to refugee situations, and it is important that the Office make efforts towards identifying

the capacities, and meeting the training needs of national NGOs. In 2005, the Unit will continue to support the strategy developed with the Regional Bureau for Africa to build the capacity of selected national NGOs in Africa, with a view to replicating this strategy elsewhere.

At Headquarters, the Unit will provide support to Regional Bureaux and other units through policy development, as well as contribute to regional or country-specific strategies, including more focused participation in various training initiatives which involve NGOs. The Unit will also work to broaden NGO participation in the deliberations of UNHCR's Executive Committee, particularly through the organization of the Annual 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 format, as well as for the reproduction of UNHCR documents.

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## Division of Human Resources Management (DHRM)

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The **Division of Human Resources Management (DHRM)** is responsible for UNHCR's payroll, human resources policy, performance management, personnel administration, post classification, recruitment and postings, staff development, and staff welfare. UNHCR will have its own Medical Service as of January 2005, following the dissolution of the Joint Medical Service.

In 2005, DHRM will reinforce its capacity to monitor the implementation of policies relating to gender and ethics. UNHCR will initiate a new round of facilitated discussion groups on the Code of Conduct and on matters relating to staff integrity. The division will work closely with the Inspector General's Office and with the Legal Affairs Section to ensure that alleged cases of misconduct and mismanagement are adjudicated in a timely and fair manner, in accordance with UN Staff Rules and Regulations.

DHRM will promote the importance of staff well-being and provide mental health support to all staff and their families through the Staff Welfare Section and the Medical Service. Two regional staff welfare posts in Africa and the worldwide Peer Support Personnel Network will help to ensure these services, especially for staff serving in emergency operations.

The division will continue to provide secretariat services for joint staff-management bodies, namely: the Appointments, Postings and Promotions Board (APPB) for professional staff; the Appointments, Postings and Promotions Committee (APPC) for general service staff; the Joint Advisory Committee; the Rebuttal Panel; and the Special Constraints Panel.

The design phase of the human resources/payroll portions of the Management Systems Renewal Project will begin in early 2005. This modernization of UNHCR's information systems will enable the Office to analyze and share human resources' information thus contributing to better workforce planning. This should also lead to a positive impact on job descriptions and the post classification process. The new system is expected to help streamline vacancy management, recruitment, and postings processes.

UNHCR's workforce extends beyond its regular staff. The Division of Operational Support often uses the services of United Nations Volunteers, and the Department of International Protection and the Emergency and Security Service coordinate deployments for protection and emergency response activities. DHRM will serve as the focal point for the Junior Professional Officer programme, and will monitor the implementation of policies for consultants and individual contractors.

The division will issue two biannual compendia of international vacancies and fast track vacancy notices for special operations. It will reinforce career development and planning services for staff members, especially those who are in between assignments. The International Professional Roster, which was piloted in 2004, will continue in 2005, with a view to improving the efficiency, competitiveness and quality of recruitment to international professional positions,

especially at the P-2 and P-3 levels in field duty stations. DHRM will advertise vacancies for general and field service positions, as required.

In 2005, a concerted effort will be made to enhance performance management through the monitoring of compliance and of the quality of performance appraisals. In this connection, DHRM will undertake a review of its competency framework in the context of the MSRP human resource/payroll project.

UNHCR will be an active member of the Human Resources Network, the inter-agency group which coordinates policy initiatives and contributes to the deliberations of the International Civil Service Commission (ICSC). DHRM will review allowances in order to simplify procedures, and offer appropriate recognition to staff serving in hardship and non-family duty stations.

## Division of Financial and Supply Management (DFSM)

The **Division of Financial and Supply Management (DFSM)** ensures that UNHCR makes optimal use of the resources at its disposal. The Director of the Division also serves as the Office's Controller, and as such, is responsible for maintaining and improving the Office's internal management control systems.

DFSM's main objectives in 2005 include improving the resources management systems such as results-based budgeting, providing support to ensure effective programme delivery in the field, improving management practices, and developing the analysis and projection capabilities to enhance the Office's capacity to manage results.

The **Management Systems Renewal Project (MSRP)**, to be rolled-out to field offices from the beginning of 2005, will contribute to a more accurate and timely view of the rate of implementation of programmes and the overall financial status of the organization. The PeopleSoft supply module developed jointly in 2004 by the Supply Management Service and the MSRP team, now provides UNHCR with an integrated and web-based supply

chain software system, which enables SMS to automate many supply tasks previously done manually. It also improves UNHCR's supply management.

The **Organizational Development and Management Section (ODMS)** provides analysis and advice on management policies, procedures, and guidelines, as well as assessing best practice solutions in response to specific management concerns.

In 2005, ODMS will support the restructuring of the Emergency and Security Service based on the ODMS review of the Field Safety Section in 2004. ODMS will support the Europe Bureau's regionalization efforts started in 2004, and will monitor UNHCR's policy on regional functions and posts. ODMS will update Chapter Two "*Organizational Structures and Responsibilities*" of the UNHCR Manual, with a view to making the chapter more accessible and user-friendly. In 2005, the Section will play a key role in the Headquarters Process Review, particularly on strategic planning and resource allocation. The Section will develop organization-wide standards for the design of structures within different types of UNHCR operations. The Section intends to strengthen and broaden the use of the Canadian Consultant Management Fund for improving UNHCR's management systems.

The D1 post of Head of **Financial Resources Services (FRS)** will be reinstated in 2005, with the combined responsibility of Deputy Controller, to strengthen the management of the Budget, Finance, and Treasury Sections, as well as to oversee the development and the implementation of financial related aspects of MSRP. Financial analysis, projections, risk assessment capabilities, as well as documentation like the Annual Programme Budget and Financial Statements will be improved to enhance overall transparency. Results-Based Budgeting (RBB) and Results-Based Management (RBM) principles in planning, budgeting, monitoring and reporting will be developed and institutionalized. The benefits of moving towards a biennial budget cycle will be assessed following a request from ExCom. The streamlining of planning, budgeting and reporting processes in conjunction with the implementation of MSRP will

enhance the Office's accountability to Member States, and increase staff productivity both in the Field and at Headquarters. Less staff time will be spent on data processing, retrieval and reporting leading to more qualitative systems-based analyses, to support quality decision-making at the management levels which will benefit refugees.

The **Supply Management Service (SMS)** at UNHCR Headquarters comprises the Procurement and Contracts Section, the Asset Management and Logistics Section, and the General Services Section. The Service provides timely and cost-effective sourcing and delivery of goods and services for UNHCR operations. Two Regional Supply Officer positions have been created for 2005 with a view to increasing the Office's procurement capacity. In view of growing concerns for security, a Senior Security Officer was assigned in 2004 to help SMS review security at UNHCR buildings and facilities at Headquarters. With the cooperation of Swiss authorities, security measures will be implemented in 2004 and in 2005.

In 2004, SMS developed the Standard Operating Procedures on Supply Chain, which has been fully documented in the revised UNHCR Supply Management Manual. The SMS web page was developed to inform suppliers of UNHCR procurement procedures and opportunities to do business with the organization. Contingency planning and emergency preparedness measures were strengthened through improvements to the Copenhagen Central Emergency Stockpile of Non-Food Items for 250,000 beneficiaries, the Ngara stockpile for the Great Lakes region, and the establishment of new regional stockpiles in Accra, Dubai, and Lusaka. A study of all UNHCR warehousing was completed, and an evaluation of

the organization's fleet of some 9,000 vehicles was started. A global review of policy and practice on insurance of stocks, equipment and buildings was initiated to increase efficiency for the Office.

In 2005, SMS will implement best practices in supply chain management through the standardization and improvement of information, processes, procedures, systems, job descriptions for supply officers, and staff training. The Service will continue the Supply Management survey, started in 2004, on information and training needs of staff worldwide. SMS will improve existing long-term agreements for goods and services, and carry out additional pre-qualification of Implementing Partners (IP) in procurement. New Asset Management Policies will improve UNHCR's ability to record and deploy assets, estimated to be worth USD 400 million. SMS will seek increased collaboration with the supply units of other agencies, especially in complex emergencies, including staff exchanges with other UN agencies and inter-agency joint training. UNHCR will cooperate actively with the UN Joint Logistics Cell. SMS will lead the reorganization of the use of UNHCR's premises, rationalizing the use of the limited available space.

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**. Further efforts will be made in 2005 to contain administrative costs and realise efficiency gains in these services.

<b>Headquarters budget ( USD )</b>			
<b>DIVISIONS / DEPARTMENTS</b>	<b>Annual Programme Budget</b>	<b>Supplementary Programme Budget</b>	<b>Total</b>
<b>EXECUTIVE DIRECTION AND MANAGEMENT</b>			
Executive Office	7,742,261	0	7,742,261
<b>DIVISION OF INFORMATION SYSTEMS AND TECHNOLOGY</b>			
Information Technology and Telecommunications Service	12,479,174	0	12,479,174
<b>DEPARTMENT OF INTERNATIONAL PROTECTION</b>			
Office of the Director	1,659,725	0	1,659,725
Specialized Sections	6,494,121	0	6,494,121
<b>Sub-total Department of International Protection</b>	<b>8,153,846</b>	<b>0</b>	<b>8,153,846</b>
<b>DEPARTMENT OF OPERATIONS</b>			
Evaluation and Policy Analysis Unit	814,289	0	814,289
<b>Division of Operational Support</b>			
- Office of the Director	1,611,964	0	1,611,964
- Specialized Sections	8,015,730	0	8,015,730
- Programme Coordination and Operations Support Section	2,263,132	0	2,263,132
<b>Sub-total Division of Operational Support</b>	<b>11,890,826</b>	<b>0</b>	<b>11,890,826</b>
<b>Regional Bureaux</b>			
- Office of the Director - Africa	3,350,808	0	3,350,808
- Desk for West Africa	1,369,598	0	1,369,598
- Desk for East and Horn of Africa	1,136,262	0	1,136,262
- Desk for Central Africa and the Great Lakes	1,029,886	528,668	1,558,554
- Desk for Southern Africa	894,648	0	894,648
- Bureau for Central Asia, South-West Asia, North Africa and the Middle East	4,337,009	0	4,337,009
- Bureau for Asia and the Pacific	2,559,948	0	2,559,948
- Bureau for Europe	4,398,819	0	4,398,819
- Bureau for the Americas	1,832,984	0	1,832,984
<b>Sub-total Regional Bureaux</b>	<b>20,909,962</b>	<b>528,668</b>	<b>21,438,630</b>
<b>Sub-total Department of Operations</b>	<b>33,615,077</b>	<b>528,668</b>	<b>34,143,745</b>

<b>Headquarters budget ( USD )</b>			
<b>DIVISIONS / DEPARTMENTS</b>	<b>Annual Programme Budget</b>	<b>Supplementary Programme Budget</b>	<b>Total</b>
<b>DIVISION OF EXTERNAL RELATIONS</b>			
Office of the Director	1,223,909	0	1,223,909
Donor Relations and Resource Mobilization Service	3,127,221	0	3,127,221
Media Relations and Public Information Service	3,511,544	0	3,511,544
Private Sector and Public Affairs Service	2,454,556	0	2,454,556
Secretariat and Inter-Organization Service	1,675,535	0	1,675,535
NGO Coordinator	511,046	0	511,046
Records and Archives Section	1,495,497	0	1,495,497
Electronic Document Management	560,022	0	560,022
<b>Sub-total Division of External Relations</b>	<b>14,559,330</b>	<b>0</b>	<b>14,559,330</b>
<b>DIVISION OF HUMAN RESOURCE MANAGEMENT</b>			
Human Resources Service	14,038,181	0	14,038,181
Career and Staff Support Service	3,224,766	0	3,224,766
UNHCR's Medical Service	1,825,854	0	1,825,854
<b>Sub-total Division of Human Resource Management</b>	<b>19,088,801</b>	<b>0</b>	<b>19,088,801</b>
<b>DIVISION OF FINANCIAL AND SUPPLY MANAGEMENT</b>			
Office of the Controller and Director	1,727,253	0	1,727,253
Financial Resources Service	6,500,358	0	6,500,358
Supply Management Service	5,413,783	0	5,413,783
Audit	2,443,616	0	2,443,616
ICC Services	1,674,310	0	1,674,310
UNOG Services	2,470,000	0	2,470,000
Headquarters running costs	8,229,794	0	8,229,794
<b>Sub-total Division of Financial and Supply Management</b>	<b>28,459,114</b>	<b>0</b>	<b>28,459,114</b>
<b>Staff Council</b>	<b>362,780</b>	<b>0</b>	<b>362,780</b>
<b>GRAND TOTAL</b>	<b>124,460,383</b>	<b>528,668</b>	<b>124,989,051</b>

Includes an allocation of USD 28,754,549 from the UN Regular Budget (AB).  
The Supplementary Programme Budget relates to the Return and Reintegration of Burundian Refugees.