



Operational support and management

Technicians from the refugee and host community repair a broken solar panel in Buramino camp, Ethiopia.

© UNHCR/Diana Diaz

HEADQUARTERS

UNHCR's Headquarters staff, located in Geneva, Budapest, Copenhagen and other regional capitals, work to ensure the Office carries out its mandate in an effective, coherent and transparent manner.

Throughout 2019, Headquarters' divisions and bureaux will continue to provide leadership and support to field operations, including through their responsibilities for the following key functions:

- Developing protection doctrine and policy.
- Articulating strategic directions at the regional level.
- Prioritizing and allocating resources.
- Ensuring organization-wide emergency, security and supply management.
- Ensuring financial control in accordance with United Nations and UNHCR rules and regulations.
- Directing organizational development and management.
- Monitoring, measuring and reporting (including results-based management).
- Oversight (inspection, evaluation, investigation and audit).
- Supporting a wider understanding of innovation and building related competencies and capacities throughout UNHCR.
- Directing and supporting fundraising and resource mobilization.
- Coordinating and directing communications and external relations.
- Servicing the Executive Committee and other governance bodies, allowing them to assume their oversight functions.
- Supporting inter-agency relations and strategic partnerships.
- Building resilience and working towards solutions.

New initiatives

In June 2017, UNHCR launched a two-year reform process which includes a number of changes in Headquarters to support UNHCR's operations around the world. As part of the reform process, and as part of UNHCR's efforts to adopt a more holistic and comprehensive approach to solutions that goes beyond traditional approaches and looks at building resilience, a new Division of Resilience and Solutions was created at Headquarters. The new Division focuses on the operationalization and mainstreaming of the Comprehensive Refugee Response Framework (CRRF), as well as the development of partnerships, strategies, advocacy and resource mobilization.

Furthermore, a comprehensive UNHCR Partnership Service is now in place, bringing together the current partnership service and existing inter-agency coordination functions. The new Partnership Service is working with other entities dealing with partnerships including the Division of Resilience and Solutions, the Implementing Partnership Management Service, and the Private Sector Partnerships Service. The objective is to build a more coherent approach to partnerships within UNHCR.

The review of the UNHCR Division of Human Resources has also been completed. In line with broader organizational change and decentralization work, the Division is reconfiguring its human resources model to be more strategic and field-facing to ensure that UNHCR is sufficiently agile and able to respond quickly through a strong and well-cared for workforce.

The main objective of UNHCR's change process is to create the space for country operations to prioritize funds in optimal ways and capture context-specific knowledge and translate it into viable programmes, with increased effectiveness and efficiencies, in a collective effort to protect and assist forcibly displaced people and stateless persons. As part of this process, UNHCR is developing a new organizational design oriented towards enhancing UNHCR's delivery in the field with agile, innovative, and responsive country offices at the forefront. UNHCR Representatives and their teams will have the necessary authority and corresponding accountability to pursue protection and leverage solutions in line with global standards, and to mobilise partnerships and resources.

GLOBAL PROGRAMMES

In addition to its country and regional operations, UNHCR undertakes a wide range of activities of a global nature that are managed by divisions at Headquarters. The objectives of these activities is to coordinate and support field operations in many of the global priority areas, both operationally and through policy development. These global programmes are designed to be implemented at the field level, but are budgeted for, and managed at, Headquarters. Interventions are guided by five-year global strategies established in 2014 for public health, settlement and shelter, livelihoods, and safe access to fuel and energy, with a five-year policy on cash launched in 2016. Details on these programmes are included in the thematic chapters of this Global Appeal.

New initiatives

In line with the Sustainable Development Goals and the CRRF, the programmes will be carried out in close collaboration with partners with the aim to bridge UNHCR's humanitarian programmes with longer-term development efforts for people of concern.

Accordingly, the new Division of Resilience and Solutions seeks to ensure all the Office's efforts to build protection and provide support to refugees, stateless persons and internally displaced people are underpinned by building resilience and working towards solutions. The new Division is providing guidance and technical support to field operations in crucial areas such as education, economic inclusion and self-reliance, peacebuilding and conflict prevention, social protection, voluntary repatriation and reintegration, the rule of law and governance—including housing, land and property—and local integration opportunities. Furthermore, it supports the goals of the global compact on refugees in operationalizing the objectives of the CRRF in relevant UNHCR operations. Finally, the Division of Resilience and Solutions focuses on the generation of socioeconomic analytics and data to inform the efforts of governments, UNHCR and partners in targeting the most vulnerable within displaced populations and maximizing the efficient use of resources.

Focus on innovation

For an organization to progress and adapt to change, it needs to draw on creativity and lessons learned. UNHCR's Innovation Service helps facilitate and promote innovation further in UNHCR staff's day-to-day work. It assists UNHCR staff to understand how innovation can improve

the efficiency of the organization, whilst providing people with resources and methodologies to drive creative approaches in their operations. Through the innovation process, UNHCR can pursue systems and organizational change to make UNHCR more impactful for people of concern and better prepare the organization for the future of displacement.



A more detailed description of Headquarters functions and activities can be found on the Global Focus website and more details on the roles and results achieved by global programmes are provided throughout this Global Appeal in the regional summaries and thematic chapters.

© UNHCR/Muhsin Saied



UNHCR's predictive analytics project marks a shift by revealing the potential impact that data-driven decision-making could have on forcibly displaced people.

Using artificial intelligence to predict displacement

UNHCR's Innovation Service has been working to understand the intrinsic relationship between climate change, violent conflict, and forced displacement. Using supervised machine learning, the Innovation Service designed "Jetson", an engine that is fed data and uses trained models to predict the displacement of people in Somalia based on variables such as weather, conflict, and market prices. The project is an experiment to better understand how artificial intelligence and machine learning can be used to predict the movement of people in sub-Saharan Africa. Combining data science, statistical processes, design-thinking techniques, and qualitative research methods, Jetson gives UNHCR and other humanitarian organizations the potential to become more proactive in their response efforts—a transformation that could significantly improve on-the-ground relief services and, more importantly, the lives of those who are forcibly displaced. For projects like Jetson to continue to evolve, humanitarian organizations will have to create more safe spaces for experimentation and improve how the sector collects, uses, and shares data.



BUDGETS FOR HEADQUARTERS' 2018 - 2019 | USD

PILLAR 1 - REFUGEE PROGRAMME

DIVISIONS/DEPARTMENTS	2018 Current budget (as of 30 June 2018)	2019
EXECUTIVE DIRECTION AND MANAGEMENT		
Executive Office	5,407,214	5,001,001
Liaison Office New York	4,522,408	4,683,116
Inspector General's Office	11,101,459	11,350,649
Legal Affairs Section	4,339,842	4,901,285
Governance Service	2,103,247	2,412,721
Office of the Ombudsman	516,244	538,036
Director's office for Change Management	2,331,931	2,331,932
Ethics Office	1,526,600	2,107,561
Enterprise Risk Management	1,193,356	1,369,715
Evaluation Service	2,122,307	3,689,443
Organizational Development and Management Service	1,044,661	2,571,506
SUBTOTAL	36,209,269	40,956,966
DIVISION OF EXTERNAL RELATIONS		
Office of the Director	2,607,441	2,761,603
Specialized sections and services	19,491,463	19,176,558
SUBTOTAL	22,098,904	21,938,161
DIVISION OF INTERNATIONAL PROTECTION		
Office of the Director	3,289,676	2,430,825
Specialized sections and services	13,960,398	11,565,616
SUBTOTAL	17,250,075	13,996,441
DIVISION OF PROGRAMME SUPPORT AND MANAGEMENT		
Office of the Director	2,295,286	6,754,785
Specialized sections and services	8,960,975	3,857,881
SUBTOTAL	11,256,261	10,612,666
DIVISION OF EMERGENCY, SECURITY AND SUPPLY		
Office of the Director at Headquarters	1,564,299	1,616,046
SUBTOTAL	1,564,299	1,616,046
REGIONAL BUREAUX AT HEADQUARTERS		
Office of the Director for Africa	10,393,808	9,457,614
Office of the Director for the Middle East and North Africa	7,669,854	6,046,989
Special Envoy for the central Mediterranean situation	1,588,973	
Office of the Director for Asia and the Pacific	5,838,561	5,311,040
Emergency Response for Europe	3,927,110	2,379,400
Office of the Director for Europe, includes Brussels up to 2018	3,799,088	4,346,164
Office of the Director for the Americas	3,336,402	4,297,569
SUBTOTAL	36,553,797	31,838,775
DIVISION OF RESILIENCE AND SOLUTIONS		
Office of the Director	983,060	3,052,059
SUBTOTAL	983,060	3,052,059
DIVISION OF INFORMATION SYSTEMS AND TELECOMMUNICATIONS		
Office of the Director (includes ICT fixed costs)	18,570,391	18,136,467
Specialized sections and services	6,737,300	6,736,150
SUBTOTAL	25,307,691	24,872,617

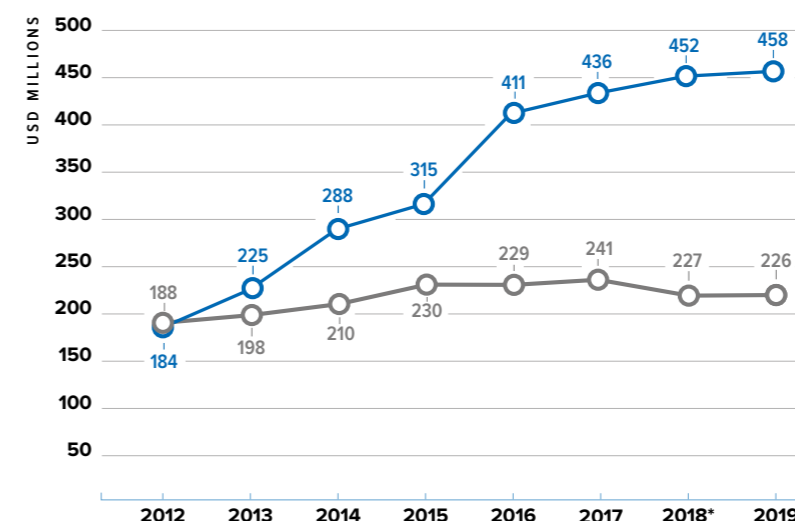
BUDGETS FOR HEADQUARTERS' 2018 - 2019 | USD

PILLAR 1 - REFUGEE PROGRAMME

DIVISIONS/DEPARTMENTS	2018 Current budget (as of 30 June 2018)	2019
DIVISION OF HUMAN RESOURCES		
Office of the Director	2,557,568	2,691,921
Specialized sections and services	9,651,834	10,717,594
SUBTOTAL	12,209,402	13,409,515
DIVISION OF FINANCIAL AND ADMINISTRATIVE MANAGEMENT		
Office of the Director	4,435,378	4,655,427
Specialized sections and services	22,464,780	21,993,172
SUBTOTAL	26,900,157	26,648,599
BUDAPEST GLOBAL SERVICE CENTER		
Management Unit	3,589,447	4,177,696
Specialized sections and services	27,357,847	28,210,666
SUBTOTAL	30,947,294	32,388,362
COPENHAGEN GLOBAL SERVICE CENTER		
Management Unit	4,630,004	4,357,690
SUBTOTAL	4,630,004	4,357,690
Staff Council	696,259	706,537
TOTAL	226,606,472	226,394,435

¹ The Annual Programme Budget includes allocations from the UN Regular Budget as follows: \$42.9 million for 2018, \$43.3 million for 2019. All values are provisional, subject to approval of final United Nations Programme Budget and subsequent recosting.

BUDGETS FOR GLOBAL PROGRAMMES AND HEADQUARTERS (PILLAR 1) 2012-2019



* as of 30 June 2018

● Global Programmes
○ Headquarters

BUDGETS FOR GLOBAL PROGRAMMES | USD

ACTIVITIES	PILLAR 1 - REFUGEE PROGRAMME	
	2018 Current budget (as of 30 June 2018)	2019
OPERATIONAL ACTIVITIES		
Cash-based incentives	800,000	1,129,784
Durable solutions	3,193,013	4,055,960
Education-related projects	20,779,786	24,401,273
Emergency-related projects	32,208,381	36,872,653
Environment-related projects	250,000	750,000
Global Clusters	3,331,975	3,428,661
Health-related projects	5,350,000	5,852,979
Innovation projects	2,513,374	3,118,732
Private sector fundraising	118,578,042	129,211,401
Protection-related projects	7,522,404	6,032,192
Public information and media projects	8,822,355	9,214,995
Refugee women, children and adolescents	1,958,971	1,601,686
Registration, data and knowledge management	5,316,000	8,312,450
Research, evaluation and documentation	4,500,000	4,069,436
Resettlement	13,223,168	8,698,136
Shelter-related projects	24,255,000	21,815,000
Training-related projects	1,150,273	1,372,500
Miscellaneous	773,600	647,800
SUBTOTAL	254,526,342	270,585,638

PROGRAMME SUPPORT ACTIVITIES

EXECUTIVE DIRECTION AND MANAGEMENT		
Innovation projects	2,146,990	1,267,700
Inspector General's Office field activities	1,826,709	1,943,181
Legal Affairs Section field activities	709,133	920,705
Risk Management 2.0	1,656,834	3,193,782
DIVISION OF EXTERNAL RELATIONS		
Specialized sections and services	9,351,737	9,814,736
Private sector fundraising - investment funds and activities	14,271,658	15,592,764
DIVISION OF INTERNATIONAL PROTECTION		
Specialized sections and services	6,488,704	4,080,301
DIVISION OF PROGRAMME SUPPORT AND MANAGEMENT		
Global Clusters - field support	260,000	474,813
Technical support to the field	14,078,702	14,420,602
DIVISION OF EMERGENCY, SECURITY AND SUPPLY		
Emergency Capacity Management Section	5,187,661	4,569,680
Field Safety Section - field security support	11,840,133	12,111,767
Supply Management - field strengthening and support	16,771,248	17,698,656

BUDGETS FOR GLOBAL PROGRAMMES | USD

ACTIVITIES	PILLAR 1 - REFUGEE PROGRAMME	
	2018 Current budget (as of 30 June 2018)	2019
DIVISION OF RESILIENCE AND SOLUTIONS		
Specialized sections and services	17,486,929	12,114,337
DIVISION OF INFORMATION SYSTEMS AND TELECOMMUNICATIONS		
IT and telecommunications - field support	37,050,048	27,189,018
DIVISION OF HUMAN RESOURCES		
Global staff accommodation	722,033	1,420,326
Special staff costs (including voluntary separation)	21,966,432	18,245,989
Training of UNHCR staff	7,881,681	11,406,991
DIVISION OF FINANCIAL AND ADMINISTRATIVE MANAGEMENT		
Specialized sections and services	5,000,000	4,500,000
BUDAPEST GLOBAL SERVICE CENTER		
Division of Emergency, Security and Supply	1,716,574	1,617,988
COPENHAGEN GLOBAL SERVICE CENTER		
Division of External Relations	8,293,528	9,204,069
Division of International Protection	700,420	2,280,569
Division of Information Systems and Telecommunications	9,466,582	11,510,829
Division of Programme Support and Management	819,980	
Private Sector Partnerships	1,586,824	1,610,996
SUBTOTAL	197,280,541	187,189,799
TOTAL	451,806,883	457,775,437