



HCR



# Headquarters

## Executive Direction and Management

The **Executive Office** comprises the High Commissioner, the Deputy High Commissioner and the Assistant High Commissioner. 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 head of the Department of International Protection and the head of the Emergency and Security Service report directly to the High Commissioner. Other high priority functions that are attached directly to the Executive Office include the UNHCR Liaison Office to the United Nations in New York, the Inspector General's Office and the "UNHCR 2004" process. The head of the Division of Communication and Information and the head of the Division of Resource Management report to the Deputy High Commissioner, as do the heads of the Information Technology and Telecommunications Service and the Legal Affairs Section. The Department of Operations is headed by the Assistant High Commissioner. For the purpose of this Global Appeal, the costs relating to the Liaison Office to the United Nations in New York are included in the regional overview for North America and the Caribbean. The costs related to the Emergency Response and Security Service are included in the chapter on Global Programmes.

**Strategic Management Initiative:** Since taking office in early 2001, the new High Commissioner has been concerned with the need to articulate and prioritise the use of available resources within a clearly defined vision of how UNHCR wants to carry out its mandate. A strategic management approach is being developed that is relevant and realistic for a medium-sized but complex public institution concerned with the rights and well-being of refugees and those of concern to UNHCR. To this end, a strategic management initiative has begun under the leadership of the Deputy High Commissioner and is expected to be completed during the course of 2002.

UNHCR's approach to strategic management will involve the development of framework documents that guide its key activities. Starting with an overall vision statement, a strategic plan will be developed including a general statement of business

strategy. The strategic plan expresses how the institution plans to realise its vision and outlines priorities under which goals and objectives can be developed.

This strategic framework will guide: effective and efficient prioritisation; distribution and use of resources in an environment of competing demands; the management of performance data intended to keep the institution informed about how successfully it is using its resources to achieve planned impact and results; the development of a high-level corporate operating model presenting how the institution is organised in terms of key processes; and the identification of the technology and supporting mechanisms needed to operationalise the business strategy.

The **Inspector General's Office** (IGO) is responsible for all activities relating to both inspection and investigation. Inspections are an internal oversight and management tool that provides the High Commissioner and senior managers with a broad review of field representation at all levels, including protection, programmes, administration, staffing, external relations, staff security and living conditions as well as impact analysis. No less importantly, inspections provide UNHCR's field offices with an independent and objective review of their performance and, where necessary, a second opinion on difficult issues. Inspection reports include recommendations for improvements and action to overcome constraints. These often draw on best practice and solutions observed during other inspections. From 1995 to mid-2001, more than 93 country operations were inspected. By the end of 2001, eight more will be inspected, with another 11 planned for the first half of 2002. Investigation, by contrast, comprises comprehensive, systematic examination of alleged or suspected wrongdoing relating to possible misuse of UNHCR funds, resources or facilities involving UNHCR staff, implementing partners or contractors. Depending on the nature of the suspected wrongdoing, investigations are conducted by UNHCR staff, by staff of the UNHCR Audit Section, by the Office of the UN Internal Oversight Services (OIOS) or by using other resources, as appropriate. The Office will also conduct, as needed, inquiries into the violent death of UNHCR staff in the performance of their duties. Priorities in 2002 are: to increase IGO's investigative capacity, ranging from the development of a handbook and an investigation framework, to setting up fraud awareness training for UNHCR staff members, and vulnerability and risk assessment surveys; and to implement a revised inspection strategy which will incorporate good practices, increased compliance with reporting requirements, and more detailed examination of the activities of implementing partners.

The **Information Technology and Telecommunications Service** (ITTS) primarily serves UNHCR staff, but will also assist implementing partners and host governments when necessary. ITTS ensures that information technology systems and

telecommunications in UNHCR offices function worldwide. It is responsible for managing infrastructure and technology, monitoring application systems and data, developing new systems, and enhancing and supporting existing ones. It also works with businesses to explore new technology that would best meet UNHCR's needs. Priorities for 2002 are: to upgrade infrastructure and field management information systems; to provide technical support to projects; to upgrade a number of operating systems at Headquarters; to complete the implementation of the Electronic Documentation Management System (EDMS) at Headquarters; to continue to support field-based registration systems; to increase access to UNHCR's intranet in the field; and to maintain and enhance the human resource and financial systems at Headquarters.

The new **Emergency and Security Service** (ESS) established in January 2001 is an integrated entity which combines, links and co-ordinates all aspects of UNHCR's management of emergency preparedness and response, as well as the safety and security of staff and refugees. The Service consolidates, integrates and reinforces comprehensive emergency and security management strategies and operational linkages with relevant partners. Priorities for ESS in 2002 are: to further strengthen UNHCR's emergency and response capacity through effective co-operation with concerned bureaux and divisions on refugee emergencies; to mobilise resources and the management of emergency preparedness and response; to move towards the operationalising of a "ladder of options" on security in areas populated by refugees and returnees in order to capacitate organisations and institutions (including police and military forces) to address security situations ranging from the relatively modest to those that are more serious; to continue to enhance the security of staff, refugees and returnees by reinforcing partnerships with outside organisations and entities that have a direct link with the work of UNHCR; and to pay more attention to the environment and the conditions in which refugee and returnee situations occur. In order to allow UNHCR to react to changing operational needs and to reinforce the capacity at field-level, six new Field Security Advisor (FSA) posts have been added to the existing network of 24 FSA posts. An additional two FSA posts have been created at Headquarters to support the existing four there. ESS is based at Headquarters, reporting directly to the High Commissioner, and comprises some 41 staff members. More information on ESS activities and priorities in 2001, including the budget, is presented in the chapter on Global Programmes.

### The Department of International Protection

During 2001, the Department of International Protection (DIP) completed an internal restructuring exercise after a period of extensive discussions and consultation both within and

outside the Department. The principal objective of the exercise was to enhance the capacity of the Department in its support for UNHCR's field operations as they relate to the Office's core activities.

This restructuring will enable the Department to discharge its primary responsibilities more effectively, and in a more coherent manner. These are: to develop policies and establish international protection norms and standards; to ensure "quality control" in the fulfilment by UNHCR offices of protection requirements through field oversight missions and DIP's participation in Inspection Missions conducted by the Office of the Inspector General; to act as acting as the authoritative "legal adviser" to UNHCR on all refugee-related legal issues; to play the role of an expert "provider" of support tools and guidelines designed to enable UNHCR's field offices to better discharge their protection functions, paying specific attention to the special protection needs of refugee women and children.

DIP will essentially retain its previous structure, consisting of four sections, in addition to a new Protection Information Section. This new section will incorporate those functions previously assumed by the former Centre for Documentation and Research (CDR) relevant to protection information. DIP has re-named these sections to better reflect their revised functions and priorities.

**Protection Operations Support Section (POS):** mainly responsible for providing support to UNHCR's field operations by identifying and disseminating best practices; developing tools for monitoring and reporting; ensuring consistent application of standards and guidelines through oversight missions, both by DIP alone and together with the Inspector General's Office; addressing protection staffing needs to ensure better physical protection on the ground; and advising on refugee women and children's protection concerns, as well as on statelessness matters.

**Protection Policy and Legal Advice Section (PPLA):** responsible for monitoring, interpreting and developing law and protection policy; preparing guidelines on protection standards, including the interpretation and application of the 1951 Convention; producing documents for the Executive Committee, as well as for the Global Consultations; following up on the refugee-related paragraphs of the Declaration and Programme of Action of the World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance; and promoting the effective use of human rights and humanitarian law principles.

**Protection Capacity Section:** responsible for promoting and disseminating the principles of refugee law and international protection, including accession to international instruments; providing staff training on global protection, as well as supporting training for governments, judges and partners; and

undertaking refugee status determination oversight, including providing staffing support to field offices for this function.

**Resettlement Section:** primarily responsible for developing policies, setting and disseminating standards for resettlement work, monitoring the consistent application of resettlement standards, undertaking the assessment of needs and processing resettlement cases.

**Protection Information Section:** created within DIP in December 2001, to incorporate the functions relating to the provision and exchange of protection information previously carried out by the Centre for Documentation and Research. Responsible for focusing on country of origin and legal information relevant for UNHCR staff, both at Headquarters and in the field, and for external users such as Governments, NGOs, international organisations, academics, decision-makers in national refugee status determination procedures, judges and lawyers.

## The Department of Operations

The Department of Operations is directed by the Assistant High Commissioner and supported by an Evaluation and Policy Analysis Unit and the Division of Operational Support. The Department comprises five regional bureaux: the Bureau for Africa, the Bureau for Asia and the Pacific, the Bureau for Europe, the Bureau for the Americas and the Bureau for Central Asia, South-West Asia, North Africa and the Middle East (CASWANAME). Three Regional Directors within the Africa Bureau are field-based and are supervised by the Director of the Africa Bureau at Headquarters: the Regional Director for West and Central Africa based in Abidjan, the Regional Director for East and Horn of Africa based in Nairobi, and the Regional Director for Southern Africa based in Pretoria. The Great Lakes Operation is managed from Headquarters under the direct supervision of the Director of the Africa Bureau. The field-based Regional Directorates in Africa are supported by corresponding Liaison Units based at Headquarters.

The main objectives of the Department are to: support UNHCR's worldwide field-based operations; advise senior management on protection and programme-related issues associated with UNHCR's operations; monitor the implementation of policies; support regional initiatives to create awareness of refugee and asylum laws; strengthen ties with development agencies; provide national organisations working with UNHCR, with relevant operational training; and oversee the delegation of functions from UNHCR Headquarters to the field.

During the past two years, UNHCR has been implementing a plan of action to strengthen the capacity, impact and credibility of the organisation's evaluation function. That process will continue in 2002, most notably through the introduc-

tion of an evaluation policy that commits the organisation to certain levels and types of evaluation activity. The policy also places new evaluation obligations on UNHCR's regional bureaux and field offices and introduces management-response mechanisms that are designed to ensure that evaluation findings and recommendations are effectively utilised. The **Evaluation and Policy Analysis Unit (EPAU)** will oversee this process, in association with a newly established Evaluation Advisory Group, consisting of both internal and external stakeholders.

The **Division of Operational Support** is responsible for providing guidance and support for the design and management of programmes, and ensuring their technical integrity. The Division also promotes and supervises adherence to policies and guidelines related to refugee women and gender equality, refugee children and adolescents, elderly refugees, community development and the environment. The Division comprises the **Director's Office** (to which are attached the Senior Co-ordinator for Refugee Women and Gender Equality and the Senior Co-ordinator for Refugee Children and Adolescents), and five technical sections: **Reintegration and Local Settlement; Health and Community Development; Engineering and Environmental Services; Programme Co-ordination and Operations Support; and the Population and Geographic Data Section.**

The main priorities for the Division in 2002 are: to improve the quality and technical coherence of UNHCR's programmes through the clear articulation of programme goals, objectives and related activities expressed in terms of measurable indicators; to develop effective partnerships with organisations implementing UNHCR's programmes; to implement more effectively the policy priorities established by UNHCR's Executive Committee; to provide timely and appropriate technical support for field operations; to promote better linkages between humanitarian and development actors in support of greater self-reliance for refugees and returnees; to develop and reinforce partnerships at global, regional, and country-level with operational and technical partners who have expertise in HIV/AIDS, so as to ensure that refugees have access to the full range of prevention and care services. (For more details, please refer to the chapter on Global Programmes.)

### **The Division of Communication and Information**

The Division's main role is to ensure that UNHCR communicates a powerful, coherent and consistent message to the world, thereby mobilising public, political and financial support for its work. It is also responsible for maintaining good communication: internally within UNHCR, and externally with partners. Priorities for 2002 are: to increase overall support for

UNHCR (greater financial support from government donors plus new financial and material support flowing from more extensive relations with the private and corporate sectors); to strengthen UNHCR's external communication efforts, in order to enhance UNHCR's image and increase public interest in its activities; to ensure the smooth functioning of the Executive Committee in the face of its increasing membership; and to enhance relationships with UN agencies and UNHCR's operational partnerships with NGOs and other implementing agencies. The following six Services will be involved in accomplishing these objectives.

The **Donor Relations and Resource Mobilisation Service** is the main focal point within UNHCR for relations with governmental and intergovernmental donors. The Service provides donors with information on policies, funding, programmes, administration and all other issues which may affect a donor's funding decisions. It helps donors acquire a clear understanding of UNHCR's goals and resource requirements and assists the field and Headquarters to generate the information needed for this purpose. The Service produces the annual Global Appeal, Mid-Year Progress Report and the Global Report, all of which help to generate the funds required for UNHCR's operations worldwide and satisfy donor reporting requirements. With the support of other units within UNHCR, the Service will concentrate in 2002 on: increased funding; earlier and more flexible pledges; a wider range of donors; and contributions from new sources of funding.

The **Media Relations and Public Information Service** aims to mobilise moral, political and financial support for UNHCR and the cause of refugees through the constant provision of timely and accurate information about refugee issues, operations and concerns, through a variety of channels. Priorities for 2002 are: to focus attention on operations and newsworthy refugee issues through briefings to the media, studio interviews with world broadcasters, UNHCR's newly revamped website, publications, archived video materials and photographs. The Media Relations and Public Information Service will also continue to provide objective information to refugees through mass information missions. The Mass Information Unit will explore and consolidate relations with a variety of NGOs specialising in media activities, as well as the local language services of major international broadcasters, to enable UNHCR to rapidly implement communication programmes in refugee emergencies.

The **Private Sector and Public Affairs Service** focuses on mobilising financial and other types of support from the private sector and civil society. Its main objective is to provide a clear, co-ordinated and professional approach to fund-raising from the private and corporate sectors, to forge stronger links with corporations, trusts and foundations, and to ensure the promotion of public understanding of refugee situations and

of the work of UNHCR worldwide. In 2002, the Service aims to get the greatest possible return on investment by concentrating on the seven countries with established National Associations: Argentina, Australia, France, Japan, Spain, the UK and the USA. However, it will also focus on countries which do not have National Associations, but have the potential for private sector fund-raising activities through their respective Branch Offices: Austria, Canada, Germany, Greece, Italy, and the Netherlands. The main target groups will be foundations, corporations and individual donors, with a special focus on major donors. Fund-raising through the Internet will be aimed at all types of donors. The Office hopes to raise at least USD 18 million from non-governmental resources in 2002, as compared to the expected USD 15 million in 2001.

The **Secretariat and Inter-Organisation Service (SIOS)** supports the work of UNHCR's Executive Committee and acts as a focal point for UNHCR's relations with UN agencies, UN co-ordinating bodies, intergovernmental organisations and other international organisations. Current priorities include supporting efforts made by members of the Executive Committee to improve the Committee's working methods in the context of its increasing membership, and to effectively facilitate various inter-agency activities in an increasingly crowded humanitarian space. SIOS chairs one of the sub-working groups under a newly established Task Force to promote partnerships. The Task Force is led by the Director of the Division of Operational Support. The sub-working group will review and improve the culture of partnerships, building on existing mechanisms for co-ordination within the UN system in addition to exploring potential new avenues for inter-agency co-operation.

The **NGO Unit** promotes and co-ordinates information exchange and dialogue between UNHCR and NGOs on issues which are central to refugee protection. A key aim of the Unit is to promote more effective and predictable operational partnerships with over 400 NGOs involved in the broad spectrum of UNHCR's activities around the world. In 2002, the NGO Unit will focus on the following main areas: at Headquarters, it will provide support to regional bureaux and other units through policy development, drafting of region or country-specific strategies and by supporting capacity-building programmes; and in the field, it will continue to promote the strategic involvement of NGOs in operational activities and to provide technical and financial assistance to NGOs, particularly national NGOs. The implementation of the PARinAC Plan of Action 2000 will be further refined on the basis of ongoing consultations on partnership.

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

2002, the Section will oversee the implementation of an Electronic Document Management System in the field.

## The Division of Resource Management

The **Division of Resource Management (DRM)** ensures that UNHCR makes optimal use of the financial, human, and material assets at its disposal. The Director of this Division also serves as UNHCR's Controller. In 2002, DRM's overall objective is to ensure that substantial progress is made on the systems renewal initiative for functions falling within the Division. In addition, priorities will be pursued within the Division as follows:

The **Organisational Development and Management Section (ODMS)** focuses on the areas of management efficiency and effectiveness. The Section is currently recruiting an additional professional staff member who will work on organisational development. In this way, the Section will be better equipped to provide information, analysis and advice to senior management on managerial and structural issues. ODMS will also propose an organisational design that will promote the efficiency of operations, as well as resource allocation, and oversee the use of funds for management studies.

The **Human Resources Service (HRS)** is responsible for all staff administration, policy development and systems support issues. HRS will continue to monitor policies on postings, promotions and contracts. In 2001, to facilitate better management of the entire workforce, a number of improvements were made to the postings process following staff-management consultations. Recent reports on various human resource issues will also form the basis for a comprehensive review of human resource policies to take place towards the end of 2001. The outcome of this review will inform the approach to further human resource policy elaboration in 2002. In addition, the delegation of human resource functions to the field will continue to be supported by more monitoring, support and coaching missions by human resource staff from Headquarters.

The **Career and Staff Support Service (CSSS)** is responsible for ensuring that the Career Management System (CMS) is applied fairly, objectively and openly, so that everybody understands its key elements: performance management, career planning and development, training and staff support. In 2002, a central priority for CSSS will be to review the impact of CMS on staff performance. This will involve a review of the competency structure to allow for simple and enhanced measurements, as well as linkages to other human resource processes such as recruitment and postings, performance appraisal, staff development and career planning. Linked to this will be the need to streamline the post classification process and relate it more closely to competencies in order to create the platform for organisational skills profiling. In addition, an overall career

planning strategy and framework will be developed, which will assist in attracting and retaining the human resources necessary to support UNHCR's mandate. Recent security incidents and emergencies have once again highlighted the need to support staff, particularly field staff with adequate individual counselling and advice, traumatic stress interventions, and health care.

The **Financial Resources Service (FRS)** is responsible for accounting, budgets, treasury, policy and training, audit and travel. Priorities for 2002 are: to consolidate the application of the unified budget structure that was introduced in 2000 in order to ensure maximum transparency and flexibility; to expand the use of objectives and expected results in the budget process, including monitoring and discharging, to facilitate priority-setting; to review UNHCR's financial and accounting practices in light of the evolution of internationally accepted standards; and to improve financial systems so that they meet current and foreseeable requirements for user-friendly, reliable

and flexible systems, especially in the field. The main challenges for FRS will be to find a sound balance between financial monitoring and the need for operational flexibility in emergencies.

The **Supply and Transport Section** will continue to improve the provision of timely and cost-effective sourcing and delivery of goods and services to refugees and other persons of concern. At Headquarters, all procurement, supply and logistics activities will be organised through the Supply and Transport Section, and in the field these activities will be handled by UNHCR Supply Officers or Supply focal points. The Section's main emphasis will be to implement new processes based on best practices in the private business community. In addition, UNHCR will continue to work closely with implementing partners to improve their capacity to identify the goods needed, and arrange their purchase and delivery. This has involved the pre-qualification (screening) of all implementing partners undertaking major procurement activities on behalf of UNHCR.

**BUDGET (USD)<sup>1</sup>**

<b>Executive Direction and Management (EDM)</b>	
Executive Office	4,365,300
Information Technology and Telecom Service	9,335,700
<b>Sub-total EDM</b>	<b>13,701,000</b>
<b>Department of International Protection (DIP)</b>	
Director's Office	1,169,000
Specialised Sections	4,337,700
<b>Sub-total DIP</b>	<b>5,506,700</b>
<b>Department of Operations (DOS)</b>	
Director's Office, Bureau for Africa	1,456,400
Evaluation and Policy Analysis Unit	630,200
<b>Division of Operational Support</b>	
- Director's Office	1,642,700
- Operational Field Support Service	2,815,200
- Programme Management Service	2,316,300
<b>Sub-total Division of Operational Support</b>	<b>6,774,200</b>
<b>Bureaux and Liaison Units at Headquarters</b>	
- West and Central Africa Liaison Unit	1,001,300
- East and Horn of Africa Liaison Unit	674,400
- Great Lakes Liaison Unit	1,518,600
- Southern Africa Liaison Unit	525,700
- Bureau for South West Asia, North Africa and the Middle East	2,606,300
- Bureau for Asia and the Pacific	2,144,000
- Bureau for Europe	2,659,300
- Unit for South-Eastern Europe Operations	1,577,800
- Bureau for the Americas	1,541,200
<b>Sub-total Bureaux and Liaison Units</b>	<b>14,248,600</b>
<b>Sub-total DOS</b>	<b>23,109,400</b>
<b>Division of Communication and Information (DCI)</b>	
Director's Office	824,500
Donor Relations and Resource Mobilisation Service	2,847,700
Media Relations and Public Information Service	2,814,400
Private Sector and Public Affairs Service	2,187,600
Secretariat and Inter-Organisation Service	1,364,800
NGO Unit	421,600
Records and Archives Section	1,268,000
<b>Sub-total DCI</b>	<b>11,728,600</b>
<b>Division of Resource Management (DRM)</b>	
Office of the Director and Controller	1,280,500
Financial Resources Service	5,876,500
Human Resources Service	7,869,800
Career and Staff Support Service	3,188,000
Supply and Transport Section	3,813,600
Audit	1,564,900
ICC Services	1,748,400
Joint Medical Service	1,260,000
UNOG Services	4,100,000
Headquarters Running Costs	6,390,800
Staff Council	185,100
<b>Sub-total DRM</b>	<b>37,277,600</b>
<b>Total</b>	<b>91,323,300</b>

<sup>1</sup> Includes an allocation of USD 19,891,000 from the UN Regular Budget.