

Headquarters

Executive Direction and Management

The **Executive Office** comprises the High Commissioner, the Deputy High Commissioner, the Assistant High Commissioner and the Chef de Cabinet. The Executive Office formulates policy, ensures effective management and oversees UNHCR's operations worldwide. It informs operational units of executive decisions and political developments, while keeping the High Commissioner abreast of developments in the field. The Director of the Department of International Protection, the Director of UNHCR's Office in New York, the Inspector General and the Head of the Convention Plus Unit report directly to the High Commissioner. The Director of the Division of Communication and Information and the Mediator report to the Deputy High Commissioner, as do the heads of the Information Technology and Telecommunications Service and the Legal Affairs Section. The Directors of the Division of Financial and Supply Management and the Division of Human Resources Management also report to the Deputy High Commissioner. The Head of the Emergency and Security Service falls under the Department of Operations which is headed by the Assistant High Commissioner. Directors of all Regional Bureaux report to the Assistant High Commissioner. For the purpose of this Global Report, the costs relating to the UNHCR Office in New York are included in the regional overview for North America and the Caribbean. The costs related to the Emergency and Security Service are included in the chapter on Global Programmes.

In the course of 2003, consultations on the outcome of the **UNHCR 2004** process were held in Geneva with States and other partners leading to the adoption of an Executive Committee conclusion. Following these consultations, the High Commissioner submitted a report to the General Assembly entitled "Strengthening the Capacity of the Office of the High Commissioner for Refugees to Carry Out its Mandate" which contained a number of proposals. On the basis of this report, the General Assembly adopted a resolution that removes the time limitation on the continuation of the Office "until the refugee problem is solved", and amends UNHCR's



reporting obligations to the General Assembly through ECOSOC to allow for the presentation of a more topical report directly to the former. Both the Executive Committee conclusion and the General Assembly resolution also address a range of other proposals, including UNHCR's linkages with the UN family, in particular with development entities, and funding arrangements for the Office. The adoption of the resolution represents the culmination of the work undertaken in the context of the "UNHCR 2004" process. The actions initiated in the course of the process are being mainstreamed into the work of the organization.



UNHCR's headquarters draped in a banner to mark the occasion of the annual celebration of World Refugee Day on 20 June 2003. *UNHCR/S. Hopper*

UNHCR's office in New York falls within the structure of the Executive Office. The Director of the office who reports directly to the High Commissioner also acts as Special Adviser on political and policy matters linked to the United Nations. The New York office represents UNHCR's interests at UN Headquarters and other UN agencies, funds, specialized programmes, diplomatic missions, the Press Corps accredited to the United Nations, NGOs and policy foundations that focus specifically on UN affairs. The main objective of the office is to maintain the issue of population displacement on the forefront of the agenda at UN Headquarters and in

so doing, advocate for international protection and solutions for populations of concern to UNHCR.

During 2003, the High Commissioner made a commitment to strengthen UNHCR's presence in New York, in order to allow the Office to build more effective relationships within the United Nations. This commitment was spelled out in the High Commissioner's report to the General Assembly on "Strengthening the Capacity of the Office of the High Commissioner for Refugees to Carry Out its Mandate". The New York office took a number of concrete steps to strengthen relationships with a focus on two specific areas.

The first of these concerns forging the link between forced population displacement and international peace and security. It is widely recognized that refugee emergencies have cross-border implications, which often give rise to security concerns. Likewise, the return of displaced populations is critical to achieving peace and stability. Therefore, the Office has begun to work more closely with the Departments of Political Affairs and Peacekeeping Operations. In this connection, the High Commissioner and the Under-Secretary-General for Peacekeeping agreed at the end of 2003 to enhance cooperation between UNHCR and DPKO in a number of concrete policy, operational, and technical areas. This is in accordance with the Secretary-General's call for the integration of UN activities in a coherent manner to build peace and security.

Secondly, the High Commissioner continued to focus much attention on the search for durable solutions for populations of concern to the Office. This included the development of a Framework for Durable Solutions. In 2003, UNHCR also became a member of the United Nations Development Group (UNDG), which is one of the four Executive Committees established by the Secretary-General as part of the ongoing efforts to reform the United Nations and improve coordination. By joining UNDG, UNHCR will seek to narrow the gap between humanitarian assistance and development, ensuring that refugees and returnees are given due consideration in the formulation of post-conflict reconstruction and rehabilitation programmes. UNDG has agreed to put on its agenda the revision of the CCA/UNDAF Guidelines to include Durable Solutions for Refugees, IDPs, and Returnees, which can be used by Resident Coordinators and UN Country Teams in formulating responses to needs. This is also a means of contributing to the implementation of the Millennium Development Goals.

The High Commissioner expects that the strengthening of UNHCR's presence in New York will have a direct impact on the Office's ability to provide international protection and promote durable solutions for displaced populations.

The **Inspector General's Office (IGO)** has two primary functions within its oversight responsibility. Firstly, the IGO assesses the quality of UNHCR's management and accountability through regular inspections of operations, and review of the factors needed to achieve the organization's objectives and prevent the waste of resources. Secondly, it addresses allegations of misconduct by UNHCR staff, as well as

proposing measures to prevent the mismanagement and abuse of UNHCR's mandate and resources.

Inspections provide the High Commissioner, senior managers and UNHCR field operations with an independent and objective review of their performance. They highlight key issues and problem areas while identifying best practices that might be replicated elsewhere to enhance the efficiency and effectiveness of the organization. IGO undertakes comprehensive reviews of field operations, focusing especially on strategies, external relations, programme, protection and administrative management. In 2003, the Office undertook inspections of country operations in Gabon, Greece, Pakistan and Turkey, as well as the Joint Medical Service at headquarters. The decrease in inspections compared to previous years corresponds to the increased time invested in reviewing and revising the inspection strategy in order to be more targeted and problem-oriented. Inspected offices follow up on the recommendations of these missions with a report on actions taken, three months after the IGO's recommendations have been published. In 2003, an inspection recommendations database was developed in order to strengthen compliance by field offices, and this will be further enhanced in 2004.

In 2003, the role of the IGO was expanded to include operational reviews which analyze selected regional and subregional refugee situations, assess UNHCR's role, and examine the Office's potential to strengthen partnerships with other organizations, including UN agencies, international organizations and NGOs. Operational reviews are conducted in partnership with the Evaluation and Policy Analysis Unit and with the participation of the Division of Operational Support and the Department of International Protection. The first operational review took place in Afghanistan.

As the focal point for investigations concerning allegations of misconduct by staff of UNHCR, the IGO looks into claims of fraud, misuse of funds or resources, abuse of authority, harassment of staff or beneficiaries, mistreatment of refugees or other improper conduct. Where allegations of misconduct are established, these are reported to the High Commissioner and the Director of DHRM.

During 2003, IGO received 158 complaints, of which 131 fell within the competence of the office. This represents an increase compared to 2002, when IGO received 104 complaints. The complaints included

misuse of assets and fraud, the sexual exploitation of refugees and the sexual harassment of staff. Following investigations, IGO recommended that disciplinary measures be taken by the High Commissioner in 45 per cent of the cases. In 38 per cent of the cases, where allegations were deemed to be unfounded, the cases were closed. Up to the end of the year, eight complaints from 2002 were still ongoing and 71 made during 2003 were awaiting finalization. In 2003, the IGO produced four management implication reports, and three compliance reports on the implementation of recommendations from previous investigations.

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

The UNHCR Audit Service of the **Office of Internal Oversight Services (OIOS)** assumes the internal audit function for UNHCR on the basis of a memorandum of understanding. The Service is based in Geneva and has an out-posted unit in Nairobi to cover UNHCR operations in Africa. Resident auditors are also posted in major emergency operations, as required. Throughout 2003, a Resident Audit team was based in Islamabad, Pakistan to cover the Afghan Operation.

Internal audit provides the High Commissioner with independent, objective assurance of the Office's efficient use of funds; the reliability and integrity of financial and operational information; the safeguarding of assets; the compliance with established rules and policies; the achievement of programme objectives; and other issues which may have implications for the management of UNHCR's resources. Where assurance cannot be given, OIOS provides information on identified problems and makes recommendations on how to address them. Whenever feasible, OIOS identifies quantifiable savings and recoveries. Through audit recommendations, UNHCR saved and recovered some USD 3.5 million in 2003.

UNHCR's Internal Audit Plan is developed in close consultation with management, the Oversight Committee and the Inspector General's Office, in coordination with the UN Board of Auditors. The plan includes periodic audit reviews of country operations, which are carried out depending on the size

and nature of the operation and the potential risks involved. At headquarters, in-depth reviews of certain functional areas, programmes or systems were conducted, to assess the operational effectiveness and adequacy of policies and procedures.

In 2003, OIOS conducted 42 audits and issued 33 audit reports, in addition to numerous audit observations and memoranda. OIOS field audits covered UNHCR operations in 25 countries in Africa, Asia and the Pacific, CASWANAME and Europe. Resident Auditors continued to review the Afghan Operation in Afghanistan and Pakistan.

OIOS also reviewed the administration of entitlements to education grants, rental subsidies, consultancies, the decentralized personnel administration for Africa, the procurement and use of charter aircraft, and the Media Relations and Public Information Service. On an ongoing basis, OIOS has been auditing the Management Systems Renewal Project (MSRP), making various recommendations to enhance the procurement process for complex service contracts.

In an advisory capacity, OIOS conducted a study on the feasibility and cost-effectiveness of revising UNHCR's policy on implementing partner audit certification in order to address the concerns repeatedly raised by the UN Board of Auditors. On the basis of this study, UNHCR introduced a new Audit Certification Policy, which is expected to increase the compliance of implementing partners with audit requirements, and enhance the quality of the audit certificates.

OIOS audit reports include an overall assessment of audited operations with a rating on the effectiveness of the application of key internal controls, including controls to ensure the reliability and integrity of information, compliance with UNHCR's policies and procedures, and the accomplishment of established objectives. In 2003, OIOS rated some 55 per cent of the audited operations as meeting the expected standards. Some 26 per cent were rated above average, while 19 per cent were rated below average, i.e. requiring prompt corrective action by management.

The **Emergency and Security Service (ESS)** was established in January 2001 in order to improve UNHCR's emergency response capacity and to enhance staff safety. Created in response to lessons learned from the Kosovo refugee crisis of 1999 and as a consequence of the tragic deaths of four

UNHCR staff members in West Timor and Guinea in 2000, ESS brings together the Emergency Preparedness and Response Section and the Field Safety Section in order to encourage a more comprehensive and integrated approach to emergency and security management within UNHCR. ESS is part of the Executive Office and reports through the Assistant High Commissioner to the High Commissioner.

In addition to strengthening UNHCR's emergency and security management capacity, ESS is responsible for supporting and building capacities related to the safety and security of refugees and returnees. The Service promotes effective coordination with the military, as well as strengthening partnerships with agencies in the areas of emergency and security management. ESS also serves as the focal point at headquarters for issues related to mines and small arms. For more details, please refer to the sections on Emergency and Security Management, and emergency-related projects in the Global Programmes chapter.

Department of International Protection (DIP)

The **Protection Information Section (PIS)** was created within DIP after the closure of the Centre for Documentation and Research (CDR), in order to manage the production and dissemination of UNHCR protection-related information. After a two year break, in coordination with the Electronic Publishing Unit (EPU), UNHCR's country of origin and legal databases were again updated to provide comprehensive, objective, credible and up-to-date information through internal and external electronic media. Work also started on the restructuring of the website to meet the needs of users in terms of searchability and accessibility. In line with the Agenda for Protection's goal to strengthen implementation of the 1951 Refugee Convention, previously unavailable information was added to databases, increasing the capacity of the Office to respond to information requests. Issues 10 and 11 of Refworld on CD-ROM were dispatched to some 1,800 new subscribers, including UNHCR staff, libraries, Governments, the legal profession, NGOs and researchers. The total number of users is estimated to be several times higher than data on numbers of practitioners might initially suggest, as several institutions provide access to the UNHCR databases through their local area networks. PIS focused on improving the management of protection information and expanding access to country and legal

information posted on UNHCR's public website and Intranet, while ensuring renewed "mobile" access through the CD-ROM.

In coordination with the respective Bureaux, DIP completed primary research on countries of origin and worked on the compilation of a number of country reports and eligibility guidelines. A project supported by the European Refugee Fund resulted in the production of additional country and topic specific papers. Several "country of origin" background papers were completed by external consultants. In consultation with the Library, DIP also selected relevant protection information to add to the holdings of the Library.

Information exchange mechanisms with other international agencies, Governments and relevant NGOs were re-established and the organization's capacity to collect, analyze, exchange and disseminate public-domain information on protection was re-established. PIS developed guidelines and standardized criteria relating to the collection, accuracy and exchange of protection-related information and contributed to capacity-building initiatives on information. Support focused on States that only recently acceded to the 1951 Refugee Convention and were still developing their refugee status determination procedures. PIS hosted four long-term trainees – country information specialists selected by Governments and NGOs. PIS responded to several Government requests for advice and sat in an advisory capacity on panels reviewing procedures related to the provision of country of origin information.

DIP strengthened links with country of origin information units of State parties to the 1951 Refugee Convention and other relevant bodies. It participated in the Working Group on country of origin information of the Inter-Governmental Consultations, in meetings of the European Network for Asylum Practitioners of the European Commission (EURASIL) and cooperated with ICMPD-SCIS and Ecoi.net – a joint project between the *Informationsverbund Asyl*, the Austrian Centre for Country of Origin and Asylum Research and Documentation (ACCORD) and *Fundacija* GEA2000.

Department of Operations

During 2003, the **Evaluation and Policy Analysis Unit (EPAU)** expanded its role in providing

in-house advisory services to various units in the conceptualization of new projects and strategic planning. The Unit also organized training of interested staff in evaluation techniques. In keeping with the policy objective of further devolving the evaluation function, EPAU continued to support field offices and headquarters units in undertaking evaluations. This approach has allowed the unit to establish new linkages through which lessons learnt from evaluations could be effectively disseminated and the practice of regular self-evaluations reinforced.

The **Division of Operational Support (DOS)** pursued a range of objectives that are described in various sections of the Global Report, in particular, the Global Programmes chapter. Refugee women and gender equality, refugee children, older refugees, community development, the environment, HIV/AIDS, Project Profile, education, and linking humanitarian assistance to development are themes that fall under the responsibility of DOS. Progress made under each theme is reported, in relation to the stated 2003 global objectives.

The development of a framework to improve data collection related to standards and indicators was one area of progress that cut across all UNHCR operations and thematic programmes. Having a shared understanding of UNHCR's objectives and standards was considered fundamental to the improvement of the quality of UNHCR programmes. In late 2003, UNHCR produced a *Practical Guide to the Systematic Use of Standards and Indicators in UNHCR Operations*, after taking into account the important work achieved under the SPHERE Project and conducting extensive consultations with field offices and partners. This guide will help UNHCR staff and partners to integrate the use of standards and indicators in UNHCR operations at various steps in the programme cycle, ranging from assessment, planning, designing and monitoring to reporting and evaluation.

Division of Communication and Information (DCI)

The main role of the **Division of Communication and Information (DCI)** is to mobilize public, political and financial support for the work of the organization. This implies the delivery of a powerful and consistent message to external audiences; the continuous development of enhanced partnerships with governments and international, inter governmental

and non-governmental organizations; and the mobilization of funds from governments, intergovernmental sources and the private sector.

In 2003, the three main responsibilities of the Office of the Director were: to ensure that the objectives and approaches followed by the various services within the Division complemented each other and remained consistent with UNHCR's strategic goals and policies; to maintain effective internal communications, by facilitating a smooth flow of information within headquarters and with field offices; and to coordinate the work of the Division.

During 2003, DCI and ITTS established an Electronic Information Management Steering Committee under the chairmanship of DCI's Director. The main objective of the Committee was to provide guidance and direction for the production of electronic information tools, sources and publications, and to work towards the development of an internal/external information management strategy. The Committee convenes once a month and has helped streamline and improve the coordination of information technology activities.

The Director's Office also continued to produce the "Celebrate the Team" posters aimed at enhancing UNHCR's internal communication. The Office also contributed to and represented UNHCR in UN staff activities, such as the UN Staff Memorial project.

During the reporting period, DCI recruited a staff member in the Director's Office to help develop and promote, internally and externally, the Framework for Durable Solutions and the High Commissioner's Repatriation, Reintegration, Rehabilitation and Reconstruction (4Rs), and the Development through Local Integration (DLI) approaches. In line with this, the Director continued to guide a Core Group on Durable Solutions, and provide support to the Convention Plus Unit.

The **Donor Relations and Resource Mobilization Service (DRRMS)** is the primary focal point within UNHCR for relations with the governmental donor community on all aspects of donor relations and resource mobilization. In order to maximize potential resources, DRRM provided donors with information on UNHCR's policies and resource needs. Regular briefings, consultations and review missions to field operations by donors, also helped donors to acquire a clear understanding of the goals and the resource requirements of the Office. At the same

time, DRRMS provided feedback to senior management and operations on donors' concerns and views on UNHCR's operations and policies.

During 2003, DRRM provided guidelines to bureaux and UNHCR field offices on how to mobilize support and funds from donors in their countries of operation. The Service also prepared and submitted reports to individual donors on the utilization of their contributions. DRRM participated in regional bureaux' strategic planning meetings and, with Secretariat, undertook training to build the skills and awareness of staff involved in preparing reports for donors. Other important tasks included the coordination of UNHCR's submissions for multi-agency appeals and inputs to the Consolidated Inter-Agency Appeals (CAP) process. At the end of the year, DRRM and Secretariat jointly organized the annual Pledging Conference in Geneva. The Service coordinated the preparation of the annual *Global Appeal*, the *Mid-Year Financial Report* and the *Global Report* to help generate the funds needed for UNHCR's operations worldwide and satisfy donor reporting requirements.

The **Media Relations and Public Information Service (MRPIS)** in 2003, provided news, information and visibility materials through Media, Print Publications, Electronic Publications, Video/Audio, and Visibility/Distribution units. However, budget constraints led to the cutting of two media officer posts, a video unit post, and a French web editor post. The full impact of these cuts will be felt in 2004; however, to alleviate the effects, more support will be sought from public information officers in field operations to provide daily news and information. Daily "news meetings" were held to anticipate possible media interest for the day and to plan for coverage of activities and issues of concern to UNHCR. Daily assignments were also coordinated to ensure that as many in-house media channels as possible (e.g. print, broadcast, photo, internet) were used simultaneously to disseminate the information produced by MRPIS.

The central role of UNHCR's public website **www.unhcr.org**, produced and maintained by MRPIS' Electronic Publishing Unit (EPU), was enhanced with the introduction of several new features, including an "Iraq Emergency page", an updated "Prominent Refugees Gallery," and a popular multimedia page with photo features and a variety of short videos on field operations. The main public website averaged 254,000 visitors, with an average of 1.2 million individual pages opened per month during 2003. The site

regularly carries detailed, same-day coverage of events in some of the world's most remote areas, along with digital photos and graphics transmitted from the field offices.

The MRPIS Distribution Unit sent more than seven tons of public information and visibility materials worldwide and introduced several new functional visibility items for use by UNHCR staff. The unit, which also operates the "UNHCR Shop," moved to new premises on the entry level of the Headquarters building. The move is expected to substantially increase the sale of UNHCR visibility items.

In 2003, the **Private Sector and Public Affairs Service (PSPA)** continued to raise funds from the private sector (in particular from individuals, municipalities, corporations and foundations); to secure recognition of UNHCR as a high-level brand; and to raise public awareness of refugee issues around the world.

During 2003, the Service was affected by a reduction of four staff posts, which impacted the team's ability to reach new private donors. It was decided to concentrate private sector fund raising activities in selected countries to ensure the best use of the limited human and investment resources. To achieve a more cost-effective and coherent private sector fund raising approach, the High Commissioner concluded that these activities would have to be performed by UNHCR's branch or regional offices, rather than through the existing network of independent national associations.

PSPA raised some USD 20.5 million in cash during 2003, placing private sector income amongst the 15 largest contributors to UNHCR. In addition, in-kind donations represented close to USD 1.8 million. Further information on the activities undertaken by this service is included in the chapters on Global Programmes and Funding UNHCR's Programmes.

The **Secretariat and Inter-Organization Service (SIOS)** supports the work of UNHCR's ExCom, acts as focal point for the Office's relations with other UN bodies, intergovernmental and international organizations and, in cooperation with UNHCR's office in New York, coordinates UNHCR's inputs to the proceedings of UN governance bodies, such as the General Assembly and ECOSOC. With the consolidation of the former New York Desk into the Inter-Organization Desk in the course of 2003, the Service now 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 ExCom.

The 2003 annual cycle of ExCom and Standing Committee meetings included a range of proposals arising from the UNHCR 2004 process, designed to strengthen the capacity of the Office to fulfil its mandate. Other topics addressed concerned measures for the prevention of, and response to, sexual and gender-based violence; indicators of host country contributions; and proposals for adding flexibility to the Unified Budget.

Working in close collaboration with the ExCom Rapporteur as well as concerned departments and divisions in UNHCR, SIOS coordinated the series of informal consultations which precede ExCom and enable member States to draft conclusions on international protection issues and decisions on administrative, programme, financial and governance matters. SIOS also supported delegations in coordinating the passage of several draft resolutions concerning the work of the Office that were presented in November to the General Assembly's Third Committee, and subsequently adopted by the GA plenary. The consultations on the UNHCR 2004 process led to a comprehensive ExCom Conclusion as well as a General Assembly resolution.

As a result of the latter, procedures for reporting on the activities of the Office to the General Assembly and ECOSOC were modified in order to achieve a more topical result. This in turn led to a rearrangement of lines of responsibility for the reporting process between the Executive Office, UNHCR's office in New York and SIOS, which will be put into practice for the 2004 reporting cycle.

Close collaboration between SIOS and DRRMS, including joint training events on effective writing and donor reporting, contributed to developing greater understanding and practical skills for staff involved in producing donor reporting inputs.

SIOS ensured that UNHCR contributed actively to inter-agency discussions within the IASC and ECHA. Issues addressed in 2003 included: the role of humanitarian coordinators with regard to IDPs; transition and international protection; preventing and responding to sexual exploitation and abuse; common UN services; humanitarian financing; common needs assessments; and security-related issues following the 19 August bombing in Baghdad. SIOS

also advised on coordination and policy concerns in the context of specific emergencies.

The Service disseminated information to interested colleagues on the Resident Coordinator's system, particularly the annual reports, and coordinated UNHCR's contribution to the annual review of Resident Coordinator's reports for selected countries of concern. It circulated the summary of the 2003 review exercise and examined the guidelines for the preparation of 2004 reports.

SIOS also supported the activities of the New York Office and the Core Group on Durable Solutions with respect to the United Nations Development Group (UNDG).

Through the work of the **NGO Liaison Unit**, UNHCR continued to forge effective partnerships with non-governmental organizations (NGOs) in order to achieve UNHCR's core priorities of advocacy, providing protection and assistance, and finding durable solutions. In 2003, the Office channelled some USD 340 million – one third of its annual budget – through partnerships with over 700 governmental, intergovernmental, and NGO partners. More than 72 per cent of the funds channelled through UNHCR's partners covered six main sectors: 15 per cent to Agency operational support; 14 per cent for Shelter/Other infrastructure; 14 per cent for Transport/Logistics; 10 per cent for Health/Nutrition; 10 per cent for Education; and 9 per cent for Legal assistance/Protection. In an effort to promote and use local capacities and expertise, the Office also funded 538 national and international NGO implementing partners through project agreements totalling USD 223 million (approximately 19 per cent of UNHCR's annual budget).

During the year, UNHCR continued to build partnerships with NGOs that increasingly bring their own resources and expertise to refugee assistance, protection, and resettlement. Consultations were held with strategic NGO partners to examine UNHCR's shift in policy from a resource-based approach in planning and programming to one based on more broadly-defined needs of refugees. As a result, the High Commissioner issued instructions to UNHCR managers to further engage partners in the Office's assessment and planning processes with a view to improving coordination, avoiding duplication of efforts and better targeting humanitarian assistance and protection.

In order to improve inter-agency technical collaboration, consultations also took place with key UNHCR partners involved in the implementation of food and nutrition programmes in refugee settings, particularly in Africa and Asia. These consultations provided for an exchange of views on current operational and institutional challenges, opportunities, and for the harmonization of policies and implementation strategies so as to enhance smooth delivery and the quality of services to refugees.

NGOs, UN agencies and UNHCR also held preparatory discussions on the content of education fora to be held in 2004. The main objectives of these fora are to discuss strategies to implement the UNHCR field guidelines on education, to discuss standards and indicators, and to strengthen capacity and networking among NGOs and UNHCR in order to improve the management of education programmes.

NGOs also played a role in UNHCR's Annual Tripartite Consultations on Resettlement, and contributed to the work of the core groups to the High Commissioner's Forum, which discussed the three strands of Convention Plus – the strategic use of resettlement; irregular secondary movement of refugees and asylum-seekers; and targeting development assistance to achieve durable solutions.

In September, some 228 representatives from 160 national and international NGOs, the United Nations and other international organizations came together at the annual Pre-ExCom Consultations with NGOs. The two-day consultations featured 12 roundtable sessions and five regional sessions focusing on refugee protection issues which were of concern to all participating agencies. NGOs also met with the ExCom Bureau to discuss NGO observer participation in the work of the ExCom and its Standing Committee, as well as the role and relationship between UNHCR and NGOs on protection and the delivery of assistance.

Following the allegations of sexual exploitation in refugee camps in West Africa, UNHCR worked towards better developing the capacity of NGOs to receive and respond to allegations of staff misconduct. In 2003, the International Rescue Committee (IRC) seconded a staff member on a part-time basis to the Inspector General's Office to establish the outline of a handbook and training manual on this topic. The project will be brought forward in 2004

through an inter-agency network supported by NGOs, UNHCR, UNICEF and WFP.

To further strengthen partnerships with NGOs on protection issues, UNHCR organized a retreat with key NGOs and ICRC to forge a more consistent, common understanding of collaboration in refugee protection. The retreat took stock of ongoing initiatives as a means to identify current trends, recurring challenges, and major gaps in NGO-UNHCR cooperation on refugee protection. It also provided an occasion to search for practical, achievable solutions to better address those major challenges and gaps, and to improve communication and dialogue between NGOs and UNHCR on relevant issues.

During the year, UNHCR maintained its standby arrangements with NGOs, some of which have existed for ten years. These arrangements enhanced the Office's capacity to respond to emergencies through the deployment of qualified staff in the areas of refugee protection, resettlement, community services, field security, child protection, engineering, telecommunications, and other vital sectors.

In 2003, UNHCR continued to collaborate with national NGOs in Central and South America to form protection networks whose services extended from providing legal counselling to assistance to urban refugees and the internally displaced. In Southern Africa, UNHCR worked closely with national and international NGOs on providing legal services, information and educational opportunities to urban refugees. In Asia and the Middle East, UNHCR continued to offer emergency management training with an emerging group of national and international NGOs who are increasingly active in refugee emergencies.

The **Records and Archives Section** is responsible for the management and preservation of UNHCR's current and historical records in audio-visual, electronic and paper format. In 2003, the Electronic Document Management System (EDMS) was reconstructed in parallel with the installation of the new Windows XP operating system at headquarters. Incoming correspondence was scanned electronically, and by the end of the year, over five hundred thousand current records were accessible in the system. In response to requests for information, archival records were made available to legal, academic and other researchers. The Section also issued governance procedures on the destruction of records no longer of enduring value.

Division of Human Resources Management (DHRM)

The Division of Human Resources Management was restructured at the end of 2002, and the **Human Resources Service** was fully integrated into the division by April 2003. Responsibility for human resources policy development, both in UNHCR and in the wider UN Human Resource Network, was transferred to the **Office of the Director**, with the **Personnel Administration Section** and **Recruitment and Postings Section** reporting to the Director and the Deputy Director of DHRM respectively. The **Career and Staff Support Service** remained unchanged during 2003.

At the beginning of the year, the High Commissioner suspended the rank-in-post postings and promotions policy and requested DHRM to develop a new, more responsive postings policy which would include an annual review of promotions and reduce the number of staff members in between assignments for prolonged periods. Following intensive discussions in the Joint Advisory Committee, a bi-annual compendium process was established. The procedural guidelines on the Appointments, Postings and Promotions Board enhanced the role of the Board to address rotation, gender and geographical balance through the application of stricter eligibility criteria. In order to be proactive in filling identified gaps in its staffing profile, the Office introduced a roster of international professional staff.

DHRM represented UNHCR proactively in the UN Human Resource Network which is developing a number of reforms initiated by the Secretary-General, including a revised master standard for job classification, a revised pay and benefits package, improved inter-agency mobility and a proposed senior management service, a component of the UN Reform initiative, which aims to standardize the capacity and competencies of senior management across the United Nations to professionalize the managerial function, engender a UN corporate culture and improve the mobility and access to candidates across organizations.

Since the launch of the Code of Conduct in September 2002, DHRM prepared a comprehensive facilitator's guide, and UNHCR and implementing partner staff attended related briefing sessions at

headquarters and in the field. The division also published a guide for managers which provides practical advice to managers in situations where ethical decisions are needed. Ninety-nine percent of the staff have signed the Code of Conduct.

The Career and Staff Support Service received approval of the "UNHCR's Learning Policy and Guidelines" from the Senior Management Committee in August 2003. This document establishes learning policy in UNHCR, and provides guidance on how to best implement this policy. The Staff Development Section was also instrumental in finalizing and piloting the UN System Organizational Learning Framework.

During the year, the Office also introduced 76 e-learning courses, completed the CD-ROM on Staff Safety and Security (on behalf of the UN System), consolidated the management, protection and operations core learning programmes, and rolled out the thematic protection learning programmes.

The compliance rate for the 2002 Performance Appraisal cycle reached an all-time high of 87 per cent of registered staff. This demonstrates that the Performance Appraisal Report has become a more institutionalized objective-setting, managerial and supervisory tool within UNHCR. During the year, two PAR Administrator workshops were conducted at headquarters, a document entitled "The PAR Process at a Glance" was finalized, an all-staff survey to better understand staff concerns about the PAR process was undertaken and a new user-friendly intranet website for performance management issues was launched.

With its increased capacities, the Staff Welfare Section was able to offer support to staff in various operations in a more systematic manner, especially in crisis situations such as Afghanistan, Côte d'Ivoire, Iraq, and Liberia. Following the Baghdad bombing, UNHCR helped coordinate and facilitate the inter-agency response to psychosocial needs of UN staff and their families. Staff Welfare Officers also visited a number of operations in Latin America. Increased visibility through the newly-launched staff welfare intranet website gave staff members easier access to information on staff welfare services. Efforts to build counselling resources at headquarters through the Peer Support Personnel Network continued, and the number of trained personnel rose from 31 to 80, mostly in the field.

The **Joint Medical Service** provided medical expertise and guidance on preventive health measures

(health risk assessment and health education programmes in the workplace) to the organization in order to maintain a healthy workforce. Medical advice and emergency assistance was provided to staff and their dependants.

The Division was also responsible for **Special Staff Costs** including **Voluntary Separation**.

Division of Financial Supply and Management (DFSM)

The **Division of Financial and Supply Management (DFSM)** is responsible for ensuring that UNHCR makes optimal use of the financial and material resources at its disposal. The Director of this Division also serves as the Office's Controller, with responsibility for audit coordination and financial policy. In 2003, one of the main priorities of the Division was to implement the first modules of the Management Systems Renewal Project (MSRP), which involved the Supply Management and Financial Resources Services of DFSM. This project will improve UNHCR's technical infrastructure in the areas of supply chain and finance, thereby enabling better strategic prioritization by UNHCR in the elaboration of its budget and allocation of resources.

The **Financial Resources Service (FRS)** covers the budget, finance and treasury sections. During the year, FRS focused on improving programme and budget documentation, and in creating management reports and cost analyses, to assist UNHCR and ExCom members to make informed decisions on resource-related matters. The Service also supported efforts to seek new ways to increase resources, and consolidate the Office's financial base.

In 2003, the Finance section promoted a cost-conscious culture at all levels of the organization, in order to utilize limited resources in more effective and transparent ways. Initiatives such as the Strategy Map and Project Control Sheet showed concrete results in streamlining and rationalizing business processes in DFSM, so as to reduce costs in delivering services to refugees.

The **Supply Management Service's (SMS)** primary purpose is to provide timely and cost-effective sourcing and delivery of goods and services to refugees and other persons of concern to UNHCR. SMS provides advice on the procurement of goods and

services, and on logistics and asset management both at headquarters and in the field.

In 2003, UNHCR updated its *Supply and Food Aid Handbook* which will serve to improve the supply chain process. SMS was also involved actively in preparations for the launching of MSRP, a key component of which will be supply chain software. In 2003, the total volume of procurement of goods and services through headquarters reached an all-time high of USD 92.5 million, which is approximately 25 per cent of all UNHCR procurement.

The Building Services Unit (BSU) and the Travel and Visa Unit are part of the General Service Section. The BSU supervises all services and supply contracts related to maintenance of the premises at headquarters (including four office buildings and two stores), as well as the timely supply of furniture and equipment. The unit is responsible for rearrangements within units, and for providing storage facilities when needed. BSU is also responsible for the mail and pouch services, and the telephone switchboard at headquarters.

The Travel and Visa Unit facilitates official travel from headquarters, in coordination with the UNOG Travel Unit and the travel agency contracted by the organization. The unit is responsible for ensuring that official trips are carried out in compliance with UN rules and also handles travel authorizations, visa requests and travel claims.

The **Organizational Development and Management Section (ODMS)** focuses on cross-cutting management issues and organizational structure/responsibilities, giving objective and independent analyses, advice and information to UNHCR staff. During the year, its activities included: formulating and implementing recommendations following a comprehensive review of regional functions to clarify the purpose, strategy, roles, responsibilities, reporting lines and management of over 100 regional posts in the field; updating Chapter 2 of the UNHCR manual to correctly portray UNHCR's current organizational structure and responsibilities; revising/streamlining the 2004 Global Objectives and Indicators of Progress; and coordinating the Canadian Consultant Management Fund aimed at enhancing UNHCR's management systems and processes. ODMS also participated in the Joint Advisory Committee and various cross-disciplinary working groups during the year.

The **Management Systems Renewal Project (MSRP)** is responsible for the implementation of PeopleSoft Finance, Supply Chain, and Human Resources software for UNHCR. In 2003, the MSRP team worked to design, develop, and deliver the system in time for its launch in January 2004. The MSRP project team was supported in this effort by the active involvement of senior managers on the project's Governance Board and Business Owners' Committee. By the end of 2003, more than 250 UNHCR staff had been trained to use the new system.

The Division was responsible for and covered costs related to the **Office of the Internal Oversight**

Services (OIOS-Internal Audit), ICC Services, outsourced services provided by the United Nations Office in Geneva (UNOG), and running costs for UNHCR headquarters buildings. Further information on activities undertaken by OIOS can be found in the section under Executive Direction and Management in this chapter.

For information on **Information Technology Section** – refer to the ITTS in GP chapters. The structural review of the Information Technology and Telecommunications Service (ITTS), planned for late 2003 to examine the delivery of services, did not take place as funds for this project were not available.

Voluntary contributions - Restricted / Earmarked (USD)					
		Annual programme budget and Trust funds		Supplementary programme budget and Trust funds	
Donor	Earmarking	Income	Contribution	Income	Contribution
Canada	Consultant Management Fund	344,828	344,828	0	0
Netherlands	Project "UNHCR 2004"	24,199	24,199	0	0
	UNHCR's Convention Plus Unit	140,000	140,000	0	0
Norway	Protection Officer – Focal Point SGBV Africa Bureau	99,808	99,808	0	0
	Headquarters support for Africa	152,865	152,865	0	0
	UNHCR's Inspector General's Office	0	0	141,443	141,443
Sweden	Headquarters	3,192,702	3,192,702	0	0
	Project "UNHCR 2004"	98,062	98,062	0	0
	UNHCR's Inspector General's Office	0	0	114,025	114,025
Switzerland	UNHCR's Convention Plus Unit	73,086	73,086	0	0
UNF/UNFIP (Ted Turner) (USA)	Salary costs for a secondment	177,737	177,737	0	0
United States of America	Community services staffing	62,000	62,000	0	0
	Headquarters	14,800,000	14,800,000	0	0
	HQ – Resettlement Section: Consultancy	25,500	25,500	0	0
	Senior Resettlement Officer	272,000	272,000	0	0
Total		19,462,787	19,462,787	255,468	255,468

Budget and expenditure (USD)						
Activities	Annual programme budget, Trust funds and Regular budget	Supplementary programme budget	Total	Annual programme budget, Trust funds and Regular budget	Supplementary programme budget	Total
Executive Direction and Management (EDM)						
Executive Office	7,409,715	425,198	7,834,913	7,066,108	67,942	7,134,050
Information Technology and Telecommunications Service	11,149,646	0	11,149,646	9,610,189	0	9,610,189
Sub-total EDM	18,559,361	425,198	18,984,559	16,676,297	67,942	16,744,239
Department of International Protection (DIP)						
Director's Office	1,438,435	0	1,438,435	1,437,512	0	1,437,512
Specialised Sections	6,325,248	0	6,325,248	6,096,294	0	6,096,294
Sub-total DIP	7,763,683	0	7,763,683	7,533,806	0	7,533,806
Department of Operations						
Director's Office, Bureau for Africa	3,420,812	0	3,420,812	3,409,298	0	3,409,298
Evaluation and Policy Analysis Unit	911,681	0	911,681	910,722	0	910,722
Division of Operational Support						
- Director's Office	2,566,130	0	2,566,130	2,479,243	0	2,479,243
- Reintegration and Local Settlement Section	894,464	0	894,464	844,509	0	844,509
- Programme Coordination & Operations Support Section	1,791,363	0	1,791,363	1,786,177	0	1,786,177
- Women, Children & Community Development Section	1,836,919	0	1,836,919	1,828,057	0	1,828,057
- Technical Support Section	983,742	0	983,742	965,036	0	965,036
- Population & Geographic Data Section	1,159,919	0	1,159,919	1,143,721	0	1,143,721
- Project Profile Unit	952,573	0	952,573	552,291	0	552,291
Sub-total Division of Operational Support	10,185,110	0	10,185,110	9,599,034	0	9,599,034
Bureaux and Liaison Units at Headquarters						
- Desk for West Africa	1,253,272	255,000	1,508,272	1,150,142	254,972	1,405,114
- Desk for East and Horn of Africa	1,201,615	0	1,201,615	1,192,216	0	1,192,216
- Desk for Central Africa and the Great Lakes	1,005,368	33,724	1,039,092	1,004,409	0	1,004,409
- Desk for Southern Africa	888,001	219,918	1,107,919	884,775	218,557	1,103,332
- Bureau for South-West Asia, North Africa and the Middle East	3,337,346	4,134,199	7,471,545	3,332,405	3,171,946	6,504,351
- Bureau for Asia and the Pacific	2,795,164	35,000	2,830,164	2,764,659	2,652	2,767,311
- Bureau for Europe	4,926,743	0	4,926,743	4,791,543	0	4,791,543
- Bureau for the Americas	1,881,549	0	1,881,549	1,879,538	0	1,879,538
Sub-total Bureaux at Headquarters	17,289,058	4,677,841	21,966,899	16,999,687	3,648,127	20,647,814
Sub-total Department of Operations	31,806,661	4,677,841	36,484,502	30,918,741	3,648,127	34,566,868

Activities	Annual programme budget, Trust funds and Regular budget	Supplementary programme budget	Total	Annual programme budget, Trust funds and Regular budget	Supplementary programme budget	Total
Division of Communication and Information (DCI)						
Director's Office	1,039,372	0	1,039,372	973,231	0	973,231
Donor Relations and Resource Mobilisation Service	3,701,737	0	3,701,737	3,620,934	0	3,620,934
Media Relations and Public Information Service	3,113,141	0	3,113,141	3,097,220	0	3,097,220
Private Sector and Public Affairs Service	2,714,942	0	2,714,942	2,534,339	0	2,534,339
Secretariat and Inter-Organisation Service	1,634,884	0	1,634,884	1,630,864	0	1,630,864
NGO Coordinator	508,040	0	508,040	412,517	0	412,517
Record and Archives Section	2,304,803	0	2,304,803	2,108,547	0	2,108,547
Sub-total DCI	15,016,919	0	15,016,919	14,377,652	0	14,377,652
Division of Human Resource Management (DHRM)						
Director's Office	1,117,712	0	1,117,712	1,005,942	0	1,005,942
Personnel Administration Section	5,442,083	113,528	5,555,611	5,405,530	0	5,405,530
Recruitment and Posting Section	2,788,079	0	2,788,079	2,763,832	0	2,763,832
Information Technology Section	1,219,853	0	1,219,853	967,221	0	967,221
Career and Staff Support Service	4,410,207	0	4,410,207	3,819,898	0	3,819,898
Joint Medical Service	1,310,000	0	1,310,000	846,757	0	846,757
Staff Council	346,494	0	346,494	337,591	0	337,591
Sub-total DHRM	16,634,428	113,528	16,747,956	15,146,771	0	15,146,771
Division of Financial Supply and Management (DFSM)						
Office of the Controller and Director	1,031,423	0	1,031,423	938,690	0	938,690
Financial Resources Service	7,354,815	0	7,354,815	7,263,541	0	7,263,541
Supply Management Service	4,886,624	0	4,886,624	4,829,931	0	4,829,931
Audit	2,015,672	0	2,015,672	2,015,542	0	2,015,542
ICC Services	1,440,480	0	1,440,480	1,440,480	0	1,440,480
UNOG Services	5,696,500	0	5,696,500	5,696,145	0	5,696,145
Headquarters running costs	8,170,968	0	8,170,968	6,277,500	0	6,277,500
Sub-total DFSM	30,596,482	0	30,596,482	28,461,829	0	28,461,829
Grand Total	120,377,534	5,216,567	125,594,101	113,115,096	3,716,069	116,831,165

Includes UN Regular Budget of USD 29,136,069 and expenditure of USD 28,227,327