

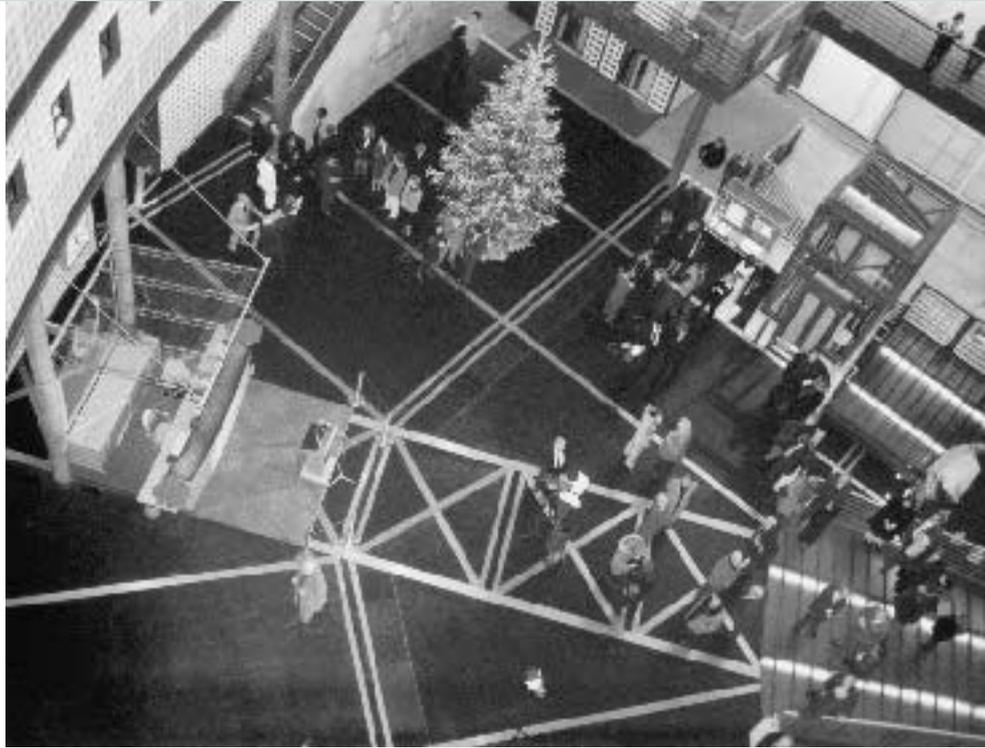
# Headquarters

## Executive Direction and Management

The **Executive Office (EO)** is comprised of the High Commissioner, the Deputy High Commissioner, the Assistant High Commissioner and the Chef de Cabinet. The EO formulates policy, ensures effective management and oversees UNHCR's operations worldwide. It informs operational units of executive decisions and political developments, and keeps the High Commissioner abreast of developments in the field. The Inspector General, the Director of the Department of International Protection and the Director of the UNHCR Liaison Office to the United Nations in New York all report directly to the High Commissioner. Other functions overseen directly by the High Commissioner include the "UNHCR 2004" process. The Controller, the Director of the Division of Communication and Information, the Director of the Division of Human Resources Management and the Head of the Legal Affairs Section all report to the Deputy High Commissioner. The Assistant High Commissioner oversees the Department of Operations. All regional Bureaux Directors report directly to him, as does the Head of the Emergency Response and Security Service.

Activities relating to the Liaison Office to the United Nations in New York are addressed in the regional overview for North America and the Caribbean. The activities related to the Emergency Response and Security Service are included in the chapter on Global Programmes.

Since assuming office in January 2001, the High Commissioner has pursued the objective of prioritising the use of available resources within a



The Atrium at UNHCR's Headquarters in Geneva. UNHCR / S. Hopper

defined vision of how UNHCR wants to carry out its mandate. The High Commissioner is also taking a lead in exploring the possibility of expanding the donor base and in managing the organisation's current budget so that his priorities of protection and durable solutions are adequately pursued. The UNHCR 2004 process, aimed at developing a concept of how UNHCR could be better positioned to carry out its mandate, is progressing well. Following internal consultations with senior managers, the High Commissioner presented the initial findings of this process to the Executive Committee in October 2002. Further consultations, both internally and externally, will take place over the coming months, leading to the presentation by the High Commissioner of a report to the General Assembly in 2003.

As in previous years, the **Inspector General's Office (IGO)** acts as the focal point for all activities related to inspection and investigation. IGO initiated an internal restructuring during 2002, and took several specific training initiatives, with the aim of strengthening its inspection and investigation capacity.

IGO has developed internal procedures for investigation and introduced a confidential database to ensure effective follow-up on all investigation initiatives. In 2002, UNHCR received more complaints and allegations than the previous year. This increase is most likely based on a heightened awareness at both Headquarters and field offices, of the mechanisms which exist to report allegations of misconduct amongst UNHCR staff. IGO undertook some fifty per cent of the investigations last year, whilst other cases were dealt with directly by the offices concerned, or were referred to relevant departments in UNHCR or the Office of Internal Oversight Services (OIOS) in New York. For 2003, the Inspector General will finalise investigation guidelines to assist managers in the field to carry out preliminary investigations based on recognised standards and uniform procedures.

From 1995 to mid-2002, IGO inspected 113 countries. Of these, some 11 countries were identified for inspection in 2002. In 2003, IGO will review its inspection policy and strategy with the objective of broadening its inspection initiatives to include a generic review of refugee situations with the possible involvement of outside partners. IGO will make efforts to improve inspections and follow-up of inspections. The Office will also develop a system to share the findings of inspection missions with a wider audience in order to ensure a more efficient circulation of best practices and, if necessary, policy reform.

A structural review of the **Information Technology and Telecommunications Service (ITTS)** is being planned for late 2002. An external consultant will be identified to perform this function. However, funds for this project have not yet been identified.

The **Emergency and Security Service (ESS)**, established in January 2001, is an integral component of the Executive Office of the High Commissioner. ESS combines, links and co-ordinates all aspects of UNHCR's management of emergency preparedness and its response capacity, as well as the safety and security of staff and refugees. The Service consolidates and reinforces comprehensive emergency and security management strategies and operational partnerships. For more details, please refer to Emergency and Security Management and Emergency-Related Projects in Global Programmes.

## Department of International Protection

The **Protection Information Section (PIS)** was created within DIP in December 2001, to incorporate certain functions relating to the provision and exchange of protection information previously carried out by the Centre for Documentation and Research. The Section is responsible for focusing on country of origin and legal information relevant to UNHCR staff, both at headquarters and in the field, and for the benefit of external users such as governments, NGOs, international organisations, academics, decision-makers in national refugee status determination procedures and members of the judiciary. The Section also serves as the focal point for contacts with country of origin information units of States Parties to the 1951 Refugee Convention and with relevant inter-governmental agencies such as the Intergovernmental Consultations Working Group on Country Information and the European Commission's European Network for Asylum Practitioners (EURASIL).

In 2003, the **Protection Policy and Legal Advice Section (PPLAS)** will continue to review protection-related input for the Executive Committee and draft legal and protection policy papers on a wide range of issues. It will also focus on certain activities related to the Agenda for Protection: Executive Committee Conclusions on protection matters and the development of a Handbook on Capacity-Building in matters related to protection and refugee law and policy.

The Section is revising UNHCR guidelines on a number of legal issues pursuant to UNHCR's supervisory role under Article 35 of the 1951 Refugee Convention. They are intended to update and complement UNHCR's *Handbook on Procedures and Criteria for Determining Refugee Status*, to provide guidance for governments, legal practitioners, the judiciary and UNHCR staff carrying out RSD in the field. The first two Guidelines on International Protection (on membership of a particular social group and gender-related persecution) were issued in May 2002. It is expected that the next series of guidelines on Cessation, Exclusion, Family Unity, Trafficking, Religious Persecution and Internal Flight Alternative will be finalised in the course of 2003.

In addition, the background papers written for the various expert second track Round Tables of the Global Consultations held in 2001, have been updated and are to be published by Cambridge University Press in mid-2003. A number of research papers, such as on cancellation procedures, the interface between extradition and asylum, conscientious objection, religious persecution and political activities of aliens, will be disseminated in 2003 to inform decision-making, both in the area of refugee status determination and policy formulation.

Parallel to its day-to-day activities covering the human rights work of the six human rights treaty monitoring bodies, the Section will revisit UNHCR's human rights policy and implementation strategies in the course of 2003.

The Refugee Status Determination (RSD) Unit of the **Protection Capacity Section (PCS)** will consolidate various RSD initiatives begun in 2002, including the drafting of revised RSD Procedures for UNHCR Operations and the revision of the training Module on the Determination of Refugee Status. Both the procedures and the module will serve to ensure consistency in the processing of asylum applications in UNHCR field operations and to harmonise the basic 'due process of law' criteria of the asylum process.

**The Protection Operations Support Section (POSS)** will pursue its activities related to enhancing protection performance at the operational level and to ensuring a consistent global approach to the implementation of UNHCR's protection mandate and policies. Emphasis will be placed on improving management and accountability with regard to the provision of protection. Related activities include a series of regional protection management workshops for senior managers and protection staff. In addition, POSS will embark on inspection missions (with the Inspector General's Office) and evaluation missions to selected protection operations.

In an effort to ensure the presence of protection staff in field operations in sufficient numbers and with the right skills, POSS will undertake a protection staffing review in 2003, compiling profiles of available protection staff and drafting benchmarks

for protection staffing needs in the field. This structured and systematic matching of needs to resources will make it easier to get the right person into the right job at the right time.

POSS will produce a number of eligibility guidelines to assist in-house as well as external asylum adjudicators. These will provide country of origin information, identify groups at heightened risk, and highlight status determination standards particularly relevant to specific refugee groups.

Other significant protection tools will be the emergency protection checklist and a rights awareness training manual for adult refugees.

Efforts to continue the mainstreaming of gender concerns within protection operations are another priority of POSS. The current Guidelines on Refugee Women are being revised, as are the Sexual and Gender Based Violence (SGBV) guidelines. POSS will be involved in ensuring follow-up to the recommendations made in the three evaluations undertaken in 2002 regarding refugee women and children. It is also planned to revise (and publish in a pocket-size format) the step-by-step guidelines for protection officers responding to SGBV.

Through the SURGE Capacity Project, the Section responds in a cost-effective manner to needs for protection interventions in the field. In co-operation with an implementing partner, a roster of candidates with refugee protection experience is maintained and deployed at short notice to fill temporary gaps in protection resources.

In pursuit of activities to enhance and reinforce resettlement as a tool of protection and as a durable solution, the Regional Bureaux and the **Resettlement Section** carried out a global analysis of UNHCR's resettlement policies and programmes in early 2002. This exercise identified a number of issues which have to be addressed in order to strengthen the resettlement function. These included: 1) expanding the use of resettlement as a durable solution, 2) using resettlement to enhance asylum and protection, 3) ensuring the integration of resettlement into comprehensive protection strategies, 4) improving the management and accountability of resettlement, and

5) ensuring adequate resources to enable the implementation of the necessary related activities. A number of initiatives were undertaken in 2002 but additional human and financial resources are being sought for 2003 to enable their continuation.

Efforts to improve the management and accountability of resettlement will be consolidated in 2003. Standard Operating Procedures (SOP) for resettlement are being established in the UNHCR field offices, including fraud awareness and fraud response mechanisms.

The enhancement of resettlement operations remains a key concern for 2003, and additional resources will be made available to allow for an important expansion of resettlement activities in the field, particularly on the African continent. Resettlement programmes will be mainstreamed into the protection strategies of the Regional Bureaux, with a particular focus on protracted refugee situations.

Resettlement countries will be encouraged to diversify their resettlement intake to ensure that opportunities are available to all refugees in need, regardless of their nationality or location. Likewise, UNHCR will continue to endeavour to expand the geographical coverage of resettlement activities, i.e. to include new countries and thereby increase the number of persons who will have access to resettlement as a durable solution.

The Integration Initiative will continue in 2003 with the implementation of the principles endorsed by the 2001 Conference on the Reception and Integration of Resettled Refugees. The Integration Handbook has been completed and is being widely distributed among those working with newly resettled refugees. The Integration Initiative will also contribute to the further development and consolidation of programmes in emerging resettlement countries.

Following the adoption of the Agenda for Protection, the Working Group on Resettlement will focus on a number of resettlement issues contained therein, including the use of resettlement as a durable solution. Specific tools designed to implement this will be part of the training programmes for 2003.

## Department of Operations

At the beginning of 2003, UNHCR will introduce a policy on evaluation that is intended to strengthen the organisation's capacity for organisational learning, performance review and public accountability. The policy commits UNHCR to certain levels and types of evaluation activity; identifies the principles and standards that will govern the evaluation function in UNHCR; introduces new mechanisms to ensure that evaluation findings and recommendations are effectively utilised; and defines the role of the **Evaluation and Policy Analysis Unit (EPAU)**.

The **Division of Operational Support (DOS)** is responsible for:

- Provision of support for the management of programmes, particularly in programme design, and professional/technical support;
- development of and support to mainstream programme policies, standards, guidelines and operational arrangements; especially, the promotion and monitoring of the High Commissioner's high priority concerns, such as refugee women and gender equality, refugee children including adolescents, older refugees, environment and HIV/AIDS.

The 2003 Annual Programme Budget global objectives for DOS include:

- Designing a framework to improve data collection and facilitating the consistent use of standards throughout the organisation;
- compiling and using population data and other field data to strengthen the legal, physical and social protection of refugees;
- ensuring the registration of all refugees (including the provision of identity documentation);
- maintaining its focus on high priority categories of beneficiaries and sectors, such as education, health and environment;
- ensuring the implementation of guidelines relevant to the protection of refugee women and children and the systematic follow up of recent evaluations;
- promoting the implementation of the High Commissioner's five commitments to refugee women;

- working to build partnerships to enhance the response to the spread of HIV/AIDS in refugee settings;
- improving and broadening access to primary education, especially for girls;
- strengthening of results-based management through improvements to assessment, planning and implementation of programmes;
- ensuring that the strategic goals, plans and objectives of regional and country programmes are consistent with UNHCR's overall policies and operational priorities;
- creating and enhancing partnerships with various actors to narrow the gap between relief and development, supporting peace keeping and peace building initiatives by enhancing the role of women in these activities; and improving the quality of life of refugees.

A range of related activities, linked to some of these objectives (refugee women, refugee children, HIV/AIDS, education, Project Profile, environment, relief and development linkages) are the subject of particular narratives in this Global Appeal.

In 2003, the Office will seek to further strengthen the role of Geographic Information Systems (GIS), remote sensing and Global Positioning Systems (GPS) as tools to enhance planning and co-ordination in field operations. **The Geographic Information and Mapping Unit (GIMU)** of the Population and Geographic Data Section (PGDS) will implement these objectives.

Considerable experience has been gained in the use of GIS and related tools in the recent emergency, repatriation and reintegration operations in Afghanistan, Pakistan, Sierra Leone, Kosovo, Sri Lanka and Somalia. GIS staff based in countries of origin and asylum have collected key data from UNHCR offices and partner agencies (combining returnee intentions with the capacities of areas of origin) in the form of maps and tables.

In addition, a GIS specialist (a JPO based in Nairobi) has provided regional support to a wide range of stable camp situations and durable solutions programmes in the East and Horn of Africa, for the past two years. This has resulted in a more systematic approach to the assessment and monitoring of the relative well-being of beneficiary

populations in the region, fostering collaboration and information exchanges among offices and partners. It has also given renewed impetus to efforts to improve the knowledge of the beneficiary populations, establishing a firm foundation for such core activities as registration and camp management.

Similar activities will be replicated in West Africa with the assignment of a second JPO, based in Abidjan. GIMU will also try to increase its capacity, by using JPOs to continue to provide support to the current 10 GIS specialists in Africa and in other regions. The unit will promote networking and exchange of best practices among its officers and with NGO and UN partners. Support to major operations in Angola, Colombia and DRC will lead to an expansion of the number of countries having sustained access to GIS services. Together with the Reintegration and Local Settlement Section, PGDS will define an organisational strategy to improve the management of essential information, in close co-ordination with DOS for the strengthening of the use of standards and indicators.

## Division of Communication and Information

The main role of the Division of Communication and Information (DCI) is to mobilise public, political and financial support for the work of the organisation by ensuring that UNHCR communicates a coherent, consistent and convincing message to external audiences. The **Office of the Director** carries the responsibility of maintaining good internal communication, by ensuring a smooth flow of information within Headquarters and with field offices. In 2002, the Division made great strides in undertaking joint collaborative action with other functional units, notably the Division of Operational Support (DOS) and regional Bureaux. DCI has further strengthened the Office's partnerships with external entities, has developed the necessary conceptual framework, and has created a special team from its existing human resources to access complementary sources of funding. DCI has played a key role in putting in motion the High Commissioner's new initiatives in search of durable solutions and, in particular, has guided a core group tasked to translate the 4Rs concept into practice. In 2003, the main priorities of the Division will include: enhance partnerships with govern-

mental, inter-governmental and non-governmental organisations as well as UN agencies; proactively mobilise funds from government donors and the private sector, trying to also tap new sources of funding; strengthen UNHCR's external communication activities in order to better advocate on behalf of refugees and to raise public awareness and interest in the work of the organisation; and ensure more transparent, rapid and effective internal communication.

**Donor Relations and Resource Mobilisation Service (DRRMS)** is the main focal point within UNHCR for relations with governmental and inter-governmental 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 at headquarters and field offices, the Service will concentrate in 2003 on: increased funding; obtaining earlier and more flexible pledges; expanding the donor base; and identifying complementary sources of funding.

The **Media Relations and Public Information Service (MRPIS)** strives to ensure that UNHCR remains a reliable source of relevant, timely and accurate information for the media and the general public. Its daily flow of information supports the Office's overall advocacy efforts, and mobilises public opinion and moral, political and financial support for refugees and UNHCR's work worldwide. The MRPIS's Units (Media Unit, Electronic Publications Unit, Print Publications Unit, Audio/Video Unit, Mass Information Unit, and the Visibility/Distribution Unit) collect, package, and disseminate public information and material to external audiences. In addition to the daily provision of news highlights and public information, the Office will give prominence to thematic priorities for 2003, including the promotion of respect for refugees and the principles of the 1951

Convention relating to the Status of Refugees. UNHCR will demonstrate the Office's continuing relevance and contributions to provide protection and assistance to refugees in a rapidly changing world, while emphasising the need for durable solutions, particularly in protracted refugee situations. The Mass Information Unit supports the implementation of durable solutions through its mass information activities for refugees, returnees and host communities by providing them with objective information which helps them to make informed decisions about their future. MRPIS will also closely co-ordinate the output of each of its individual units to provide integrated "information packages" placing emphasis on specific themes, UNHCR operations, and other issues of concern to the Office. Simultaneously, information will also be distributed through a variety of media channels, including press conferences or briefings; the distribution of printed publications and press releases; a video/audio news release for the broadcast media; and posting of the entire package, including digital photos, graphics and video/audio clips, on the UNHCR website.

In 2003, the main aim of the **Private Sector and Public Affairs Service (PSPA)** is to contribute some USD 25 million to the UNHCR Annual Budget, compared to the expected USD 19.5 million in 2002. This ambitious target will be achieved through strong and focused technical support to UNHCR Branch Offices and seven UNHCR National Associations involved in private sector fund raising activities worldwide. The main focus will be to increase funding from individuals, including major donors, in order to access as much unearmarked and sustainable income as possible. As described in the Private Sector Fund Raising (PSFR) strategy (approved in 2002 by UNHCR's senior management), it is hoped that this group of donors will provide around 70 per cent of the total private sector income within the next few years, with the remaining 30 per cent from foundations, corporations and other sources. The PSFR strategy also aims to have all stakeholders working towards a common goal which will benefit refugees and persons of concern to the Office, and ensure that the UNHCR logo and image are promoted in a coherent fashion. Two skills-sharing meetings will be organised as key tools for achieving this branding strategy.

The aim of the Public Affairs Unit will be to raise public awareness of refugee issues, to increase the visibility of UNHCR through PSFR's branding strategy, and to support private sector fund raising efforts. The UNHCR Library and Visitors' Centre will continue to provide information and literature on refugees for UNHCR staff and external researchers. It will also continue to organise presentations and lectures for group visits and offer consultation facilities on refugee-related issues to the public.

The **Secretariat and Inter-Organisation Service (SIOS)** supports the work of UNHCR's ExCom and acts as a focal point for the Office's relations with UN agencies, UN co-ordinating bodies, inter-governmental organisations and other international organisations. ExCom membership currently stands at 61 States. Its broad geographical representation is indicative of the growing awareness of the challenges facing UNHCR and the international community at large in providing international protection and assistance to refugees and other persons of concern to the Office. In 2003, SIOS will continue its efforts to support the organisation's initiatives to forge strategic partnerships with key UN agencies, Secretariat departments and international organisations in pursuit of durable solutions for refugees, returnees and IDPs. This renewed culture of partnership aims to carry forward the work of the recent Task Force on Partnerships, and will build on existing mechanisms, while at the same time exploring new areas of inter-agency co-operation.

The **NGO Liaison 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 NGOs involved in the broad spectrum of the agency's activities. With over 500 implementing partners worldwide, the NGO Liaison Unit is involved in a broad range of topics which underpin the agency's operational partnerships – whether NGOs are financed by UNHCR or not.

In 2003, the NGO Liaison Unit will continue to broaden the access and participation of NGOs in the full spectrum of UNHCR's work. At the field level, the Unit will continue efforts to strengthen its support to NGOs by promoting more strategic involvement in operational activities such as needs

assessments, programme planning, project monitoring and evaluation, as well as training and emergency response activities. The Unit will provide technical support and financial assistance to NGO initiatives (such as the Global IDP Project, and the NGO focal point to the Annual Tripartite Consultations on Resettlement) which yield tangible results for the protection of people of concern to UNHCR. The Unit will focus particularly on reinforced support to UNHCR's partnership with national NGOs and will adapt the process initiated under PARinAC to suit their needs.

At the headquarters level, the NGO Unit will focus its activities on support to the Regional Bureaux and other functional units in an effort to improve partnerships with NGOs, particularly national NGOs. These ongoing activities will include policy development, contributing to regional or country-specific strategies and support to capacity-building programmes, including more focused participation in the various field training initiatives which involve NGOs. The Unit will also work to broaden NGO participation in the deliberations of UNHCR's Executive Committee, especially by organising and providing support to the Pre-ExCom Consultations with NGOs.

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

## Division of Human Resource Management

The **Division of Human Resources Management (DHRM)** was re-modelled in 2002, in view of the importance attached to human resources policies, within the context of broader management reforms in the United Nations system. In 2003, there will be further improvements made in the Division on: policies governing rotation; performance management; workforce planning; recruitment and contracts; as well as renewed commitment to meeting organisational priorities such as gender balance and geographical diversity.

DHRM will continue to focus on increasing the efficiency of the postings process and the distribution

of periodic compendiums. Building on the success of the Fast Track approach to staff the Afghanistan operation, the Service will take initiatives to ensure that appropriate staff are deployed quickly and on a sustained basis for new operations. The Office will continue in co-ordination with other partners to regularly assess the conditions of service, especially in hardship duty stations. DHRM will enhance the use of human resources by improving access to information technology and upgraded tools for personnel administration in the field, as well as by providing those operations with consistent support and monitoring from headquarters.

DHRM has initiated some preliminary research on workforce profiling and on a new competency model framework, which will be introduced in 2003. The Office looks forward to being actively involved in the piloting and eventual rollout of UN reform initiatives in classification and in the grading of positions and salary levels (broad-banding). In addition, UNHCR's introduction of improved performance management policies will enhance the credibility of the competency-based appointments and promotions, as well as allow the organisation to identify and correct under-performance in a timely and fair manner.

Since 1999, the Office has developed a number of new staff development and learning programmes (see also Training-Related Projects under the Global Programmes chapter). The new Learning Policy and Guidelines are also being implemented. Once the complete range of new training programmes is tested and ready, the challenge for DHRM will be to further link these programmes to other human resource processes, such as performance management reporting and career planning. UNHCR will promote the use of the Performance Appraisal Reports (PAR), not only as a management tool, but also as a developmental tool, introducing learning requirements and assessments for the career development of staff in the organisation.

UNHCR has assigned staff welfare specialists to duty stations in the field to better cover the psychosocial needs of staff worldwide. This network of staff welfare specialists will be supported by the further expansion of the Peer Support Personnel Network to the regions of Asia Pacific and CASWANAME.

The Joint Medical Service provides staff and their dependants with health support both at headquarters and in the field. The Service will continue to carry out health risk assessments at the workplace and to develop appropriate health education programmes, such as first aid courses, HIV/AIDS programmes, and pre-mission briefings for staff. In 2003, a priority for the Service will be the acquisition of the new medical database software and the ongoing development of the Joint Medical Service's web page on UNHCR's internal website.

One of DHRM's responsibilities is to ensure the adherence to the UN Staff Rules and Regulations, which also underpins UNHCR's recently released Code of Conduct. DHRM must ensure the smooth functioning of several joint staff-management bodies which are mandated to review human resources policies (Joint Advisory Committee), and to oversee aspects of policy implementation (the Appointments Boards and Committees, the Special Constraints Panel and the Rebuttal Panels) as well as maintaining the very constructive working relationship with the Staff Council.

## Division of Financial and Supply Management

The **Division of Financial and Supply Management** ensures that UNHCR makes optimal use of the financial and material resources at its disposal. The Director of the Division also serves as the organisation's Controller. In 2003, one of the priorities of the Division will be to implement the first modules of the Management Systems Renewal Project (MSRP), which aims to improve UNHCR's technical infrastructure in the areas of supply chain and finance. The project will enable better strategic prioritisation by UNHCR in the elaboration of the budget and the allocation of resources in general. In meeting these objectives, the Controller will direct the operations of the following sections/services:

The **Organisational Development and Management Section (ODMS)** provides Senior Management with information, analysis, advice and assistance on structural and managerial issues through: its membership of the Joint Advisory Committee (JAC); participation in the establishment of a methodological framework for an appraisal of

UNHCR's presence and role in Western Europe and North America; management of the Canadian Management Consultants Trust Fund; and the completion of various management improvement reviews approved by the Executive Office.

The **Financial Resources Service (FRS)** sets out the policy for financial management and control, including budgeting, financial monitoring and reporting. It produces UNHCR's annual financial statements, develops and implements training on financial and budgetary principles and procedures, and provides guidance on policies and support for cash management, income recognition and payments. It also develops policies and procedures for travel on official business. The Service comprises six units: the Finance Section, the Budget Section, Treasury, the Policy Training Unit, the Audit Unit, and the Travel and Visa Unit.

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 procurement

and logistics to UNHCR staff at headquarters and in the field. The Service is also responsible for strengthening the supply chain, and the MSRP is an important innovation in this regard. The latter initiative will better integrate supply and service planning, sourcing, delivery, inventory management and asset management into a global unified structure.

The Building Management Unit within the Service is responsible for making the most efficient use of Headquarters premises (currently four buildings), in terms of allocation, maintenance and security of office space and property. The Unit is also responsible for internal and external mail distribution and delivery.

Finally, the Division is also responsible for and covers costs related to the **Office of Internal Oversight Services (OIOS-Internal Audit), ICC Services, Joint Medical Service**, outsourced services provided by the **United Nations Office in Geneva (UNOG)**, running costs for **UNHCR Headquarters buildings** and **Staff Council activities**.

Budget (USD)			
Operations	Annual Programme Budget	Supplementary Programme Budget	Total
<b>Executive Direction and Management</b>			
Executive Office	5,076,394		5,076,394
Application Development and Support Section	9,427,287		9,427,287
<b>Sub-total Executive Direction and Management</b>	<b>14,503,681</b>	<b>0</b>	<b>14,503,681</b>
<b>Department of International Protection</b>			
Office of the Director	1,147,659		1,147,659
Specialised Sections	5,078,488		5,078,488
<b>Sub-total Department of International Protection</b>	<b>6,226,147</b>	<b>0</b>	<b>6,226,147</b>
<b>Department of Operations</b>			
Evaluation and Policy Analysis Unit	649,082		649,082
Division of Operational Support			
– Office of the Director	1,985,911		1,985,911
– Specialised Sections	3,889,535		3,889,535
– Programme Coordination & Operations Support Section	1,445,810		1,445,810
<b>Sub-total Division of Operational Support</b>	<b>7,321,256</b>	<b>0</b>	<b>7,321,256</b>



<b>Regional Bureaux</b>			
– Office of the Director – Africa	2,906,513	0	2,906,513
– Desk for West and Central Africa	1,067,109	0	1,067,109
– Desk for East and Horn of Africa	918,039	0	918,039
– Desk for Great Lakes	844,568	0	844,568
– Desk for Southern Africa	693,543	211,918	905,461
– Bureau for Central Asia, South-West Asia, North of Africa and the Middle East	2,779,196	0	2,779,196
– Bureau for Asia and the Pacific	2,276,204	35,000	2,311,204
– Bureau for Europe	4,206,358	0	4,206,358
– Bureau for the Americas	1,584,801	0	1,584,801
<b>Sub-total Regional Bureaux</b>	<b>17,276,331</b>	<b>246,918</b>	<b>17,523,249</b>
<b>Sub-total Department of Operations</b>	<b>25,246,669</b>	<b>246,918</b>	<b>25,493,587</b>
<b>Division of Communication and Information</b>			
Office of the Director	840,127		840,127
Donor Relations and Resource Mobilisation Service	3,005,773		3,005,773
Media Relations and Public Information Service	2,718,464		2,718,464
Private Sector and Public Affairs Service	2,226,030		2,226,030
Secretariat and Inter-Organisation Service	1,388,818		1,388,818
NGO Co-ordinator	424,882		424,882
Records and Archives Section	1,244,526		1,244,526
<b>Sub-total Division of Communication and Information</b>	<b>11,848,620</b>	<b>0</b>	<b>11,848,620</b>
<b>Division of Human Resource Management</b>			
Office of the Director	335,132		335,132
Human Resources Service	7,949,040		7,949,040
Career and Staff Support Service	3,585,922		3,585,922
Staff Council	276,866		276,866
<b>Sub-total Division of Human Resource Management</b>	<b>12,146,960</b>	<b>0</b>	<b>12,146,960</b>
<b>Division of Financial and Supply Management</b>			
Office of the Controller and Director	869,253		869,253
Financial Resources Service	6,005,935		6,005,935
Supply Management Service	3,960,363		3,960,363
Audit	1,654,596		1,654,596
ICC Services	1,748,480		1,748,480
Joint Medical Service	1,317,500		1,317,500
UNOG Services	3,700,000		3,700,000
Headquarters running costs	5,374,031		5,374,031
<b>Sub-total Division of Financial and Supply Management</b>	<b>24,630,158</b>	<b>0</b>	<b>24,630,158</b>
<b>GRAND TOTAL</b>	<b>94,602,235</b>	<b>246,918</b>	<b>94,849,153</b>
Includes an allocation of USD 20,217,976 from the UN Regular Budget.			