

Headquarters

In 2006, and in line with the Global Strategic Objectives, Headquarters divisions and bureaux continued to perform their essential functions of supporting field operations, exercised the overall management for the Office, with a particular focus on policy and strategy, and overall oversight and control.

The Executive Office continued to direct the implementation of policy, ensured effective management and oversaw UNHCR's operations worldwide under the direction of the High Commissioner. Two new Assistant High Commissioners took up their respective duties in early 2006. The Assistant High Commissioner for Operations is in charge of the Department of Operations, which includes the Division of Operational Services (DOS) and all Regional Bureaux. The Assistant High Commissioner for Protection oversees UNHCR's protection policy development, implementation and advocacy, as well as the activities of the Division of International Protection Services (DIPS).

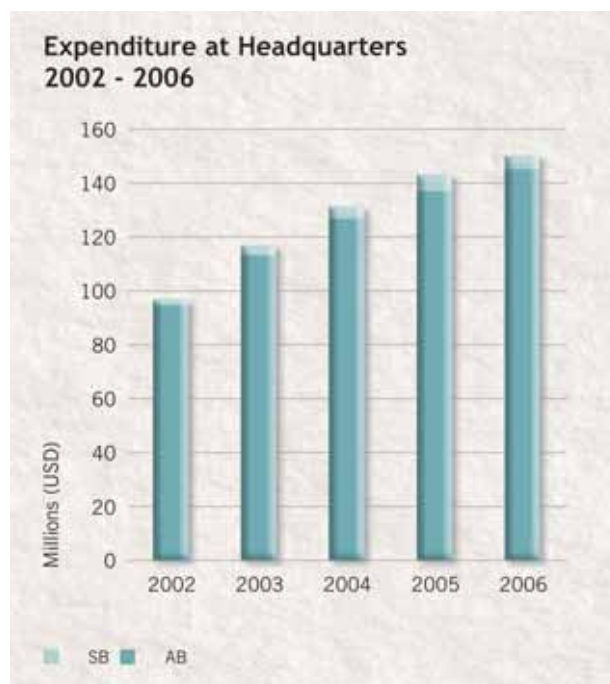
The year 2006 also saw changes in the structure of Headquarters, with the aim of providing better support to field operations. In early 2006, DOS and DIPS took initial steps to review roles and responsibilities, which resulted in the consolidation within DIPS of the responsibility for policy development for durable solutions as well as community development, gender equality and children, which had previously been part of DOS. Likewise, supply chain management functions were incorporated within DOS as they are more related to operations support than to control- and finance-related functions.

In February 2006, the High Commissioner launched a process of organizational reform, intended to ensure that UNHCR's structures, functions and workforce composition are aligned with current needs and challenges, and to make the Office as flexible and

cost-effective as possible in order to direct the most resources possible to its beneficiaries.

In addition, Headquarters divisions continued with the development of policy on protection issues and on the Office's engagement with internally displaced people. At the same time they ensured that offices in the Field had the tools necessary to pursue UNHCR's mandate and objectives, be it in terms of registration software and guidance, the mainstreaming of standards and indicators in programming and planning, new management and financial systems intended to facilitate results-based management, or new information and communications technology.

A detailed description of Headquarters' activities can be found in the attached CD-ROM.



Budget and expenditure (USD)

Divisions / Departments	Final budget			Expenditure		
	AB ¹	SB ²	Total	AB ¹	SB	Total
EXECUTIVE DIRECTION AND MANAGEMENT³						
Executive Office	11,736,538	0	11,736,538	10,804,540	0	10,804,540
DIVISION OF INFORMATION SYSTEMS AND TELECOMMUNICATIONS						
Information Technology and Telecommunications Service	31,804,955	0	31,804,955	28,465,662	0	28,465,662
DIVISION OF INTERNATIONAL PROTECTION SERVICES						
Office of the Director	1,586,071	0	1,586,071	1,460,840	0	1,460,840
Specialized Sections	10,337,585	0	10,337,585	9,326,061	0	9,326,061
Sub-total Division of International Protection Services	11,923,657	0	11,923,657	10,786,901	0	10,786,901
DEPARTMENT OF OPERATIONS						
Division of Operational Services						
Office of the Director	2,343,426	0	2,343,426	1,953,522	0	1,953,522
Peacebuilding, Livelihood and Partnerships	1,332,545	0	1,332,545	1,101,291	0	1,101,291
Programme Coordination and Operations Support Section	3,237,343	0	3,237,343	2,716,154	0	2,716,154
Field Information and Coordination Support	1,731,170	0	1,731,170	1,426,734	0	1,426,734
Project Profile Unit	1,908,318	0	1,908,318	1,446,553	0	1,446,553
Sub-total Division of Operational Services	10,552,801	0	10,552,801	8,644,254	0	8,644,254
Regional bureaux at Headquarters						
Office of the Director - Africa	3,829,379	0	3,829,379	3,584,376	0	3,584,376
Sudan/Chad Situation Unit	737,775	4,169,946	4,907,721	532,103	3,346,686	3,878,789
Desk for West Africa	1,587,624	0	1,587,624	1,345,155	0	1,345,155
Desk for East and Horn of Africa	1,650,204	0	1,650,204	1,251,876	0	1,251,876
Desk for Central Africa and the Great Lakes	1,665,029	1,072,396	2,737,425	1,412,909	62,626	1,475,535
Desk for Southern Africa	1,115,371	0	1,115,371	907,496	0	907,496
Bureau for Central Asia, South West Asia, North Africa and the Middle East (CASWANAME)	4,835,301	2,066,742	6,902,043	3,932,282	1,486,123	5,418,405
Bureau for Asia and the Pacific	2,930,392	0	2,930,392	2,310,463	0	2,310,463
Bureau for Europe	4,647,313	0	4,647,313	4,528,007	0	4,528,007
Bureau for the Americas	2,523,483	0	2,523,483	2,055,843	0	2,055,843
Sub-total Regional bureaux at Headquarters	25,521,870	7,309,084	32,830,954	21,860,510	4,895,435	26,755,945
Sub-total Department of Operations	36,074,672	7,309,084	43,383,756	30,504,764	4,895,435	35,400,199
DIVISION OF EXTERNAL RELATIONS						
Office of the Director	1,570,665	0	1,570,665	1,367,114	0	1,367,114
Donor Relations and Resource Mobilization Service	3,601,163	0	3,601,163	3,223,796	0	3,223,796
Media Relations and Public Information Service	4,399,741	0	4,399,741	3,621,278	0	3,621,278
Private Sector and Public Affairs Service	2,512,616	0	2,512,616	2,210,906	0	2,210,906