

# Headquarters

## Executive Direction and Management

The **Executive Office** formulates policy, ensures effective management and oversees UNHCR activities worldwide. It designates corporate and programmatic priorities in consultation with senior management and endeavours to secure political and financial support for the Office. The Executive Office comprises the High Commissioner, the Deputy High Commissioner, the two Assistant High Commissioners and the Chef de Cabinet with their staff. The Inspector General's Office, the Policy Development and Evaluation Service and UNHCR's office in New York report directly to the High Commissioner.

The **Inspector General's Office (IGO)** plays an essential role in enabling the High Commissioner to fulfil his internal oversight responsibilities and ensuring accountability. It carries out three core oversight functions: 1) inspecting the management standards of UNHCR operations; 2) investigating possible misconduct by UNHCR personnel; and 3) inquiring into violent attacks on UNHCR personnel and operations as well as incidents causing loss or damage to the Office's credibility or assets. Since its creation, the role of the IGO has been

evolving to meet the emerging management support needs.

Incipient management problems will be addressed in a timely manner through *ad hoc* inspections carried out rapidly and with small teams, in order to improve cost efficiency in 2007. This will complement a core set of standard inspections to be undertaken during the year. The development and implementation of procedures for effective follow-up on findings will also be a priority. Compliance missions will also account for an integral part of the inspection programme.

The IGO's Investigation Unit will ensure that cases of possible misconduct by UNHCR personnel that fall within its competence are investigated efficiently. Concurrently, it will further develop and refine the investigation process and methods.

Cases involving resettlement and status determination fraud, which require complex and time-consuming investigations, frequently including collaboration with national authorities, will be prioritized. In cases where findings have significant management implications, relevant observations and recommendations will be formulated as separate Management Implication Reports (MIRs) for concerned managers. A useful tool for



UNHCR Headquarters in Geneva. UNHCR / S. Hopper

management, MIRs will cover issues ranging from basic administrative matters, such as asset management, to strategic considerations such as fraud prevention.

A new **Policy Development and Evaluation Service (PDES)** has been established in UNHCR, replacing the former Evaluation and Policy Analysis Unit (EPAU). The new Service is located in the Executive Office and works closely with the High Commissioner and the two Assistant High Commissioners.

The Service advises the High Commissioner and his senior management team on global policy issues, ensuring that UNHCR policies are coherent, consistent and clearly articulated. PDES is also responsible for the management and development of UNHCR's evaluation function and aims to ensure that evaluation findings and recommendations are effectively utilized for the purpose of strategic planning, policymaking and programming.

PDES is committed to working in a participatory manner, and will seek to ensure the active engagement of Executive Committee members and partner organizations in its activities. The Service is also committed to a high level of transparency and will ensure that all evaluation reports are placed in the public domain.

PDES will strengthen the capacity and effectiveness of UNHCR's policy development and evaluation function by means of staff training, internal networking, coalition-building with partner organizations and the engagement of external expertise. UNHCR's evaluation policy and procedures will also be reviewed and revised to ensure that they are consistent with the system-wide standards endorsed by the UN Evaluation Group.

PDES will establish a flexible programme of work in 2007, enabling the Service to focus on those issues and operations that are of most importance to UNHCR, Executive Committee (ExCom) members and the organization's operational partners. PDES will endeavour to undertake evaluations of all major new operations and will commission at least one independent evaluation of a key operational policy issue. In this context, a review of UNHCR's efforts to combat sexual and gender-based violence is under consideration.

**UNHCR's office in New York** represents the Office's views at the United Nations and, in turn, provides policy guidance based on new developments at UN Headquarters. In 2007, efforts to build and strengthen partnerships within the UN system in New York, the diplomatic community, the UN press corps and other actors including non-governmental partners, will be central to UNHCR's work.

In 2007, the New York office will, in close coordination with the Executive Office and other concerned entities at Headquarters, follow up on the 2005 World Summit Outcome Document and the UN reform initiatives aimed at strengthening the system which bear an impact on UNHCR. The office will engage, in particular, with the new Peacebuilding Commission, the Peacebuilding Support Office, and the Peace Building Fund to underscore the importance of sustainable returns through comprehensive post-conflict recovery and reconstruction efforts.

More details on the activities of the office in New York can be found under the "Working in Partnership with others" chapter. The budget is shown under the Regional Overview for North America and the Caribbean.

## Change Management Initiative

In February 2006, the High Commissioner launched a process of Structural and Management Change. The aim of the Change Process is to ensure that UNHCR's structures, processes and workforce composition are aligned with current needs and challenges and that, by being optimally cost-effective, they enable the Office to devote a maximum level of its resources to its beneficiaries.

The Change Process has been sparked by a number of key concerns. The first of these is to ensure that UNHCR is properly positioned, in a changing international environment, as a central humanitarian agency with a key role in addressing the problem of human displacement. Refugee numbers around the world are falling. Certainly, responding to the needs of refugees in insecure and difficult environments remains a core responsibility and a daunting task for the Office, but the challenges of today relate equally to internal displacement and to mixed flows of migrants and asylum-seekers. Consequently, the Office needs to ensure that it is properly structured and equipped to play a role in meeting these challenges and in supporting the efforts of the broader United Nations system to bring the required degree of coherence and effectiveness to the system-wide response to humanitarian needs. For UNHCR, this entails not only bringing its own systems to their maximum level of effectiveness, but recalibrating them where necessary to respond to different and more collaborative ways of working.

As part of its efforts to achieve maximum responsiveness and cost-effectiveness, UNHCR also needs to ensure that an increased percentage of its resources is devoted to its operations and its beneficiaries. This involves reversing the upward trend in staffing and administrative costs in its overall budget. There is a moral and an efficiency imperative for UNHCR to make sure that what it spends on its administration is not at the expense of the assistance it provides to refugees and others of its concern.

Amongst the key outputs expected from the Change Process are: increased operational responsiveness, flexibility and effectiveness; a greater portion of the budget allocated to operations; a leaner Headquarters, with support functions closer to the point of delivery; and administrative services located where they are the most cost-effective and yield the greatest impact.

The High Commissioner has appointed a full time Director for Structural and Management Change, supported by a small team and drawing on the resources of the bureaux and divisions in Headquarters as well as those of the Field.

As a first step in the Change Process, an analysis of previous institutional reform efforts was carried out to identify lessons learned and recurrent concerns. Inter-agency consultations were likewise instrumental in the early stages of the Change Process, allowing UNHCR to draw on best practices from other organizations, both inside and outside the United Nations.

UNHCR's Senior Management is closely involved in all stages of the Change Process. Consultations and involvement of the Field has been ensured through the establishment of a Field Reference Group, comprising country and regional Representatives, which provides advice on the substance of the process, including the Headquarters component, in order to ensure that it is strongly informed by a field perspective.

The Change Process also involves wide consultation within the organization at all levels, notably with the Staff Council. Various communication tools have been developed to ensure dialogue with UNHCR staff members. An intranet forum serves as a vehicle for the Change Team to disseminate reports on recent developments as well as for staff to express their ideas and concerns. Newsletters issued at regular intervals provide another important channel for information exchange, and are complemented by direct contact with the staff, through all-staff meetings.

## The Deputy High Commissioner

The Deputy High Commissioner oversees all functions related to management and administration of the Office. The Organizational Development and Management Service, the Controller and Director of the Division of Financial and Supply Management, the Division of External Relations, the Division of Human Resources Management, and the Division of Information Systems and Telecommunications, as well as the Legal Affairs Section and the Mediator, are under the purview of the Deputy High Commissioner.

The **Organizational Development and Management Service (ODMS)** is responsible for coordinating practical efforts to implement results-based management (RBM) principles, and is the focal point for all RBM-related issues within UNHCR.

In 2007, ODMS will continue to refine the RBM framework and strategy to support the development of a culture of management based on results within the organization with a particular focus on strategic planning, accountability, performance management, and most significantly, the development of a results-based management software.

ODMS will support organizational development and management through participating in multi-disciplinary working groups, task forces and internal bodies with managerial perspectives, such as the Joint Advisory Committee, and researching best practices to propose solutions. Organizational performance and capacity will be strengthened through organizational development initiatives within the organization.

## Results-Based Management Initiative

In 2007, UNHCR will continue to build a culture of results-based management to get the best possible results in its operations in the most efficient manner. In recognition of its importance, institutionalizing results-based management as a fundamental performance and accountability framework for the organization has become one of UNHCR's Global Strategic Objectives. To ensure sustained focus on RBM, the High Commissioner has assigned focal point responsibilities to the Deputy High Commissioner with the support of ODMS to lead and coordinate efforts to implement RBM in the organization.

During the year, priority will be given to the following areas: refinement of the RBM framework; efforts to strengthen strategic planning and accountability; refinement and use of standards and indicators in operations; increase in the use of participatory assessment as a tool for mainstreaming age, gender and diversity in UNHCR operations; and the ongoing development of the new software application, *Focus*.

Long-term strategic planning and accountability will be improved following the finalization of UNHCR's Corporate Plan built around the Global Strategic Objectives 2007-2009 and linked to the United Nations' strategic planning framework for 2008-2009.

With a move to a biennial programme-budgeting cycle in 2008-2009, regional bureaux and divisions will develop multi-year strategic plans in 2007 elaborating a corporate plan and global strategic priorities. Headquarters plans will also describe planned objectives, outputs and timeframes to serve as a management tool for measuring progress achieved during the year.

The new formats developed in 2006 for the annual country/regional operations plan, and the country report, will continue to be refined in order to strengthen reporting of results and achieved impact in relation to objectives and targets.

The Division of Human Resources Management will work to strengthen performance management by revising the Appointments, Promotions and Postings Board rules and procedures, developing a more rigorous approach to management assessment including a 360-degree assessment for senior management, and introducing an annual global staff survey as a diagnostic and accountability tool.

Other initiatives aimed at improving management, performance and accountability – critical to institutionalizing RBM by various sections – include an accountability framework for age, gender and diversity mainstreaming; code of conduct guidelines for managers; implementing partner selection system; policy and procedures for managing performance; and strengthening of individual performance management.

The RBM software, *Focus*, that was designed, built and field tested in 2006 will be piloted in a range of typical operational settings during 2007. It is expected that in early 2008, it will be used by all operations and facilitate results-based budgeting at Headquarters. The software will support the planning, management, monitoring of, and reporting on UNHCR's operations worldwide, as well as the communication and central coordination of operational plans in the Field and at Headquarters.

## Division of Financial Supply and Management (DFSM)

The **Office of the Controller** is responsible for the management of financial resources entrusted to UNHCR. The provision of financial analysis and advice as well as maintaining internal control systems in the organization are the key functions of the Controller's office. The Office of the Controller is also responsible for the preparation of the annual budget.

Bearing in mind that cost analyses can significantly contribute to policy changes and reform, in 2007, DFSM will strengthen its capacity to undertake global and regional cost analyses, diagnose UNHCR's financial health and continue to provide timely financial policy advice.

The implementation of the Management Systems Renewal Project (MSRP) will enter its final phase in 2007. Once the MSRP Travel and Expense module is completed, significant efficiency gains will be made in the areas of financial management, supply chains and administrative functions.

In line with UNHCR's Structural and Management Change process, financial and budgetary functions in DFSM will be realigned and consolidated.

In 2006, a new Financial Internal Control Framework was implemented and two booklets providing related guidance were issued. Building on the Financial Internal Control Framework, DFSM will update the accountability agreements with Bureau and Division Directors to strengthen control and accountability. DFSM will also

improve risk assessment and management systems to minimize risks of mismanagement and waste. This will include improving implementing partners' third party auditing system.

The **Financial Resources Service** comprises the Budget, Finance and Treasury Sections. The Service is responsible for global financial planning, monitoring, control and reporting on the use of resources. This includes the central management of resource allocation; the provision of budgetary and statutory financial information for internal and external bodies; the preparation of UNHCR Financial Statements; as well as the provision of analysis and advice on budgetary and financial issues. The Service also oversees all financial aspects of the implementation of MSRP and supports its roll-out to the Field. In 2007, the Service will continue to prepare UNHCR for the transition from an annual to a biennial programme and budget cycle and develop results-based budgeting principles.

An important new initiative for 2007 is the planned implementation of a treasury management system. The aim is to substantially increase real-time liquidity and strengthen risk management through the centralized pooling of available funds and the mitigation of foreign exchange risk exposure by matching cash inflows and outflows in various currencies.

The Service will also devote substantial resources to the transition from the United Nations Systems Accounting Standards to the International Public Sector Accounting Standards (IPSAS), which UNHCR will have to comply with as of January 2010. Among the expected benefits of the IPSAS are increased transparency of the financial health of the organization in terms of balance sheet and income and expenditure disclosure, better management of all assets and liabilities, which could generate considerable savings and improved budget management.

DFSM is also responsible for managing costs related to the services of the **International Computing Centre (ICC)**, outsourced services provided by the **United Nations Office at Geneva (UNOG)**, and running costs for **UNHCR headquarters buildings**. Efforts will be made, in 2007, to contain administrative costs and realize efficiency gains in these services.

The **UNHCR Audit Service of the United Nations Office of Internal Oversight Services (OIOS)** assumes the internal audit function for UNHCR. Auditors are based in Geneva, Nairobi and, when required, in major emergency operations. Focusing on high-risk areas and key activities, the Service reviews, evaluates and reports on the use of the Office's resources; and provides an assessment of the internal controls established by management. Internal audit provides the High Commissioner with information on breakdown of internal controls and

identified risks, and makes recommendations on how to address them. Whenever feasible, internal audit identifies quantifiable savings and recoveries.

In 2007, a dedicated Professional Practice Unit will be established in OIOS to improve procedures and quality control of the audit process. To determine high-risk areas, identified risks will be analyzed and rated using a structured framework. Controls put in place to mitigate the risks will also be tested for effectiveness. This audit approach to UNHCR's activities will guarantee that internal audit covers major risks and weaknesses and contributes to reducing them.

## Division of External Relations (DER)

The **Division of External Relations** is responsible for mobilizing public, political and financial support for UNHCR. It is also tasked with supporting the Office's governing body and maintaining relations with partners in the UN system and the NGO sector.

In 2007, DER will build support for the programmes and activities of the Office by improving synergy within the Division to deliver a comprehensive and coordinated strategy. The Division will also work to increase UNHCR's ability to perform as an effective, engaged, responsive and respected humanitarian agency worthy of public, political and financial support. DER will likewise strengthen the internal communications function during a time of change in the organization.

The **Donor Relations and Resource Mobilization Service (DRRMS)** is responsible for relations with the governmental donor community and resource mobilisation. The Service seeks to provide donors with a clear understanding of UNHCR's objectives and resource requirements; and assists the Field and Headquarters to generate the information needed for this purpose. DRRMS supports UNHCR's participation in the inter-agency consolidated appeals process, and ensures a smooth allocation and reporting process of the new pooled funding mechanisms in close collaboration with the UN family. DRRMS also organizes donor field missions, informal and formal donor consultations as well as operational briefings for donors based in Geneva and capitals worldwide. The Service issues appeals for newly established supplementary programmes, and publishes the annual Global Appeal, Mid-Year Financial Report and Global Report. In 2007, DRRMS will focus on strengthening support from traditional government donors by increasing consultations to reach shared objectives; on broadening its donor base by targeting countries that do not traditionally contribute to UNHCR's budget but are considered likely donors; and on the new pooled funding mechanisms.

The **Media Relations and Public Information Service** provides daily information to the international media and general public to support the Office's overall advocacy efforts on behalf of the world's refugees. It uses a variety of in-house channels, such as: the Media Unit; Print Publications Unit; Electronic Publications Unit; Video-Audio Unit; and the Visibility/ Distribution Unit to disseminate information globally.

In 2007, the Service will aim to raise UNHCR's overall visibility, branding and image as an effective and responsive humanitarian agency. The service will strengthen its Video Unit with the addition of a second producer to allow for one television producer to be available for field work at all times. More emphasis will also be placed on the UNHCR public website ([www.unhcr.org](http://www.unhcr.org)), produced and maintained by the Electronic Publishing Unit. With an average of some 1.5 million page hits per month and nearly six million annual visitors, the website remains one of the pillars of the Office's public information strategy.

UNHCR is committed to increasing its investments in private sector fundraising to meet Global Strategic Objective 5.3: *"an enlarged donor-base and increased contributions to UNHCR programmes and a reduced gap between UNHCR total budget and funds received"*. In 2007, **Private Sector and Public Affairs Service (PSPA)** will continue to diversify the Office's donor base among corporations, foundations, municipalities and individuals. It will play a key role in public awareness on refugee issues and engage in awareness-raising programmes. For more details on activities, please refer to PSPA projects under the Global Programmes chapter.

The **Secretariat and Inter-Organization Service (SIOS)** supports the work of UNHCR's Executive Committee (ExCom) and acts as Headquarters' focal point for the Office's relations with a number of United Nations bodies as well as international organizations. In 2007, SIOS will continue to support the Office's dialogue with ExCom and its strategic partnerships with other United Nations system entities as well as with other international organizations in order to ensure international protection and durable solutions for refugees, returnees and internally displaced people. A major focus of the Service, in close coordination with the New York Office, will be on relevant United Nations reform initiatives as well as the improvement of the global humanitarian response capacity.

The **NGO Liaison Unit** will continue to promote collaboration with NGOs in an equitable and transparent manner to achieve the Office's priorities of protection and assistance as well as durable solutions for persons of concern to UNHCR. The Unit will focus on creating and maintaining strategic partnerships with NGOs to capitalize on the expertise, resources and added value that they bring to UNHCR and humanitarian operations in general. Over the years, several partnerships have

been concluded, with particular emphasis on emergency preparedness. The needs-oriented and results-based planning and programming process further reinforces this approach, which reduces duplication and utilizes resources effectively, both at the policy formulation level and in field operations.

In 2007, the Unit will focus on supporting national NGO partners, which make up the largest group of UNHCR's implementing partners. The Unit will revise and promote the implementation of the Framework Agreement on Operational Partnership.

UNHCR will also work in partnership with umbrella groups and individual NGOs on advocacy and policy formulation. The Unit will continue to support the work of the Internal Displacement Monitoring Centre housed in the Norwegian Refugee Council and promote strategic engagements with NGOs to respond to IDP situations. With the aim to broaden the role of NGOs in UNHCR's governing body, the Unit will review the effectiveness of the consultative process in the preparations of the ExCom conclusions and decisions and investigate options to expand NGO participation to include implementing and operational NGO partners. The annual consultations with NGOs will continue to provide a forum for discussions on issues of mutual concern and the Unit will strive to improve its linkage with ExCom.

The **Records and Archives Section** will be responsible for the management, preservation and use of UNHCR's current and historical records, as well as for **Library** and **Visitors Services**, and for the reproduction of UNHCR documents.

## Division of Human Resources Management (DHRM)

The **Division of Human Resources Management** is responsible for the implementation of human resources policy, personnel administration and payroll, performance management, post classification, recruitment and postings, staff development, and medical and staff welfare.

In 2007, DHRM will continue to develop an integrated human resource strategy that links human resources management with UNHCR's goals and objectives. To this end, the Division will provide the Structural and Management Change process with technical support on human resources issues.

Given the nature of UNHCR's work, developing flexibility in the workforce will be a primary requisite for quick and appropriate responses to new operational needs. The workforce strategy will stress flexibility in postings. Staffing rules are being reviewed in consultation with the Joint Staff-Management Advisory Committee. In 2007, DHRM will continue to implement measures to

reduce staff costs. The International Professional Roster will remain an important tool for filling recognized gaps in UNHCR's staffing profile in a timely manner.

DHRM will evaluate the impact of human resources policies to determine its effectiveness. It will also participate in the Human Resources Network and sessions of the International Civil Service Commission to ensure that UNHCR's needs are reflected at the inter-agency level.

UNHCR, as one of the first United Nations agencies to recognize the importance of maintaining ethical standards, has instituted mandatory reporting on Code of Conduct compliance for all operations. All UNHCR staff members are required to complete an online training course on prevention of workplace harassment developed as part of a joint UN effort. In 2007, DHRM will continue to work with the United Nations Ethics Office to implement new policies; and, through the creation of an Ethics Forum, will explore ways to encourage discussion of ethical issues.

Work on a gender policy will continue. Several measures have been taken to increase the number of women in UNHCR especially at the managerial level, and more will be proposed during 2007.

Staff welfare will continue to be an important element of UNHCR's human resources management. The implementation of the programme on HIV/AIDS in the workplace, launched in 2006, will continue. A study on minimum working and living standards for staff has led to the preparation of a policy document on basic standards for work, particularly in hardship locations.

## Division of Information Systems and Telecommunications (DIST)

The Division of Information Systems and Telecommunications comprises two services:

**The Business Solutions Service** is responsible for the development and support of information systems at Headquarters and in the Field, including the Management Systems Renewal Projects (MSRP) and Project Profile/*proGres* (refugee registration); and

**The Information and Telecommunications Service** is responsible for headquarters and field computing infrastructure, network development and support, field user support, and the expansion of global satellite communications.

DIST has published a comprehensive Information and Communications Technology (ICT) Strategic Plan to guide UNHCR's technology investment strategy for the period 2006-2008. The Plan identifies initiatives in software development and infrastructure, and defines a new

divisional structure to reinforce accountability and streamline ICT service delivery. In 2007, DIST will deploy MSRP to the Field, continue to support *proGres* (refugee registration), and increase document information retrieval and usage capacity at Headquarters and in the Field. Other initiatives include the development of a field-based global ICT support structure and the participation in planning exercises at strategic, operational and emergency response levels.

## Assistant High Commissioner (Operations)

The **Assistant High Commissioner (Operations)** will oversee the functioning of the five Regional Bureaux responsible for field operations in Africa, Asia and the Pacific; Central Asia, South-West Asia, North Africa and the Middle East (CASWANAME); Europe and the Americas, as well as the Division of Operational Services.

### Division of Operational Services (DOS)

The **Division of Operational Services** supports UNHCR operations carried out in the Field. The Division is made up of three services: **Emergency and Technical Support Service (ETSS)**; **Performance Support Service (PSS)**; and the **Supply Management Service (SMS)**. SMS was added to the Division in October 2006. The recent Lebanon emergency confirmed the importance of having a strong logistics and supply function to rapidly deliver relief supplies from a wide range of sources, under difficult conditions.

In 2007 DOS will strengthen UNHCR's emergency response capacity to respond to emergencies of up to 500,000 people. Assistance will be delivered more efficiently and in a cost-effective manner by strengthening functions of warehousing, inventory, asset and fleet management, and by fully implementing an integrated supply chain.

UNHCR operations will benefit from improved programming, through a renewed emphasis on results-based management and collection of accurate baseline data for setting programme objectives; this improved programming will also allow for better monitoring and assessment of programmes, of which are indispensable tools for efficient reviewing of operations and allocation.

UNHCR's contribution to sustainable return movements and thereby to UN peacebuilding efforts will be strengthened by increased attention to developing livelihood capacities of returnee communities in partnership with host governments and development actors.

Pilot countries designated for cluster arrangements for situations of internal displacement as well as other IDP operations will be provided with timely advice and technical support on protection, camp coordination and camp management and emergency shelter, through the respective Regional Bureau.

Priority issues, such as HIV/AIDS, safe motherhood, malaria, nutrition, education, environment, building better linkages between relief and development activities and other forms of partnership, will be pursued in accordance with established measurable performance targets. Please refer to the *Policy priorities* and the *Global programmes* sections for more details in these areas.

Challenges faced by the United Nations Security Management System have a corresponding impact on UNHCR's ability to manage staff safety effectively while carrying out its mandate responsibilities. The **Field Safety Section** within ETSS will continue to emphasize the organizational and mandate-related security concerns, notably the physical protection of refugees and its effect on staff security.

Based on a review of the security policy and policy implementation, the associated work plan for 2005-2006 and initiatives such as the Refugee Security Package for Chad, in 2007 the Section will continue to strengthen the Office's security management system. It will also reinforce the physical protection of beneficiaries as part of UNHCR's overall security and risk management programme.

Limited funding for some country operations has led to constant re-examination of priorities, and security-enhancing initiatives have often been postponed to give priority to operational needs. Despite these constraints, UNHCR will strive to meet the established minimum operating security standards.

The **Supply Management Service** plans, implements and controls the cost-effective flow, use and storage of goods and materials, records-related information from points of origin to consumption and mobilizes people, resources, skills and knowledge to help refugees and other persons of concern. While UNHCR spends some USD 400 million annually on the procurement of goods and services, SMS will aim to make considerable savings in the coming years by better sourcing and prioritizing allocation of resources.

In 2007, the new procurement system under MSRP will be integrated in the financial modules of commitment control and payable accounts. The new system will bring supply and service planning, sourcing, delivery, inventory management and asset management into one unique structure. The revised asset management policies will improve UNHCR's ability to record and redeploy assets by delegating authority to the Field and

improving data analysis. A new fleet management system has been developed and is being field-tested.

During the year, SMS will search for partnerships with private sector companies and synergies with supply units of other UN agencies and for inter-agency joint training and professional qualification accreditation and continue to explore further linkages to improve delivery to field programmes.

As part of the efforts to operationalize protection, a new **Performance Support Service (PSS)** will replace the interim structures that have been in place in DOS since early 2006. The new service will support operations in planning and strategizing their activities, and measuring the results of the interventions. It will focus on the "how to" aspects, i.e. development and usage of qualitative and quantitative indicators, as well as data and knowledge management, and, thus, contribute to the strengthening of results-based management in UNHCR. By applying a multi-functional team approach, DOS will transcend the traditional limits of programme and operations support and focus on both delivery of protection and assistance to refugees, IDPs and others of concern to UNHCR.

## Assistant High Commissioner (Protection)

The **Assistant High Commissioner (Protection)** will oversee the Division of International Protection Services, direct UNHCR's overall protection policy development, promote consistency in the delivery of protection globally, and oversee the development of an accountability framework for age, gender and diversity mainstreaming activities. The Assistant High Commissioner (Protection) will direct the organization's efforts to address asylum-migration related problems which beset refugees and others of concern to UNHCR.

### Division of International Protection Services (DIPS)

The Global Strategic Objectives for 2007-2009 and the Agenda for Protection will provide the anchor for the work of the **Division of International Protection Services** in 2007. DIPS will work closely with Bureaux to bring protection support closer to the point of delivery. The protection needs of IDPs will increasingly receive the attention of the Division.

A rights-based approach to protection will be implemented, recognizing refugees and IDPs as partners rather than beneficiaries. Community-based approaches involving the host communities will be used to find protection solutions. A consultative process will be employed



to maximize the input of various actors and increase political will, donor support and tangible benefits to refugees.

The restructuring of DIPS, which started in 2006, will be consolidated in 2007. The changes include the creation of a Resettlement Service, the incorporation of the Community Development, Gender Equality and Children Section from DOS into the Division and a dedicated focal point within DIPS for the Strengthening Protection Capacity Project (see *Global programmes*). The Protection Information Section and the Refugee Status Determination Unit have been merged into one section, and the main focus of the Solutions and Operations Support Section's is now on finding solutions to protracted situations and internal displacement.

The **Resettlement Service** will aim to increase the use of resettlement as a protection tool, a durable solution and as a responsibility and burden-sharing mechanism. In particular, the Service will ensure that resettlement is fully considered as part of comprehensive durable solutions agreements with particular emphasis on addressing protracted refugee situations.

The Resettlement Service will identify refugees most in need of resettlement through participatory assessments and protection profiling methodologies. Ensuring the integrity of resettlement procedures will be a priority in 2007. The Resettlement Anti-Fraud Plan of Action will be implemented to increase the capacity of field offices to mitigate fraud in the resettlement process. Resettlement procedures in use by the field offices will be systematized through the application of standard operating procedures.

The **Solutions and Operations Support Section (SOSS)** provides support to UNHCR field operations in relation to the Office's mandate, legal standards and operational involvement as the lead agency in the protection cluster for IDPs. Moreover, the Section will support field operations in the realization of solutions for refugees and others of concern to UNHCR, including the development of benchmarks for progress in achieving local integration; and, in collaboration with DOS, issuing a catalogue of good practices. The Section will provide substantive inputs to the design of voluntary repatriation strategies. The Statelessness Unit will support field operations in identifying, preventing and reducing statelessness as well as protecting stateless persons, particularly in protracted statelessness situations.

The **Protection Capacity Service** builds the capacity of staff by developing, designing and implementing protection learning activities at the induction, intermediate and advanced levels. Protection awareness and

capacity-building activities also target government and non-governmental partners. The section manages the Surge protection deployment roster and represents the Division with regard to recruitment and appointment activities. Training activities and tools in 2007 will include those related to IDP protection, targeting both, UNHCR as well as other agencies and partners.

The **Protection Operations and Legal Advice Section** promotes and develops refugee protection standards through legal analysis, research, and development of guidelines as well as other protection tools. The Section supports the Field and other units at Headquarters in ensuring harmonised application of protection standards and formulation of and in addressing complex protection issues. The section will utilize human rights and humanitarian law principles to improve refugee protection in its liaison work with human rights bodies. Finally, the Section will continue to service the protection discussions at ExCom and ensure consistency in the evolution of refugee law and doctrine.

Moving the **Community Development, Gender Equality and Children Section (CDGECS)** from DOS to DIPS has enabled the Service to reinforce a multifunctional team approach to mainstream age, gender and diversity in the delivery of protection and to promote protection strategies using a rights and community-based approach. Through missions, capacity building and technical advice to country offices, the Section will support the Field to work in partnership with communities to achieve gender equality, women's empowerment, develop integrated SGBV prevention and response programmes, and promote children's participation and youth employment. The Section will also manage community service and child protection deployments and build Headquarters' capacity to mainstream age, gender and diversity in policies, guidelines and training.

The **Status Determination and Protection Information Section** includes the Protection Information Unit and, since 2006, the Refugee Status Determination (RSD) Unit. The RSD Unit will increase the capacity of field offices to implement quality RSD procedures. To better support the Field, two regional RSD officers' posts will be maintained in East Africa and Asia and a third post will be created to harmonize RSD approaches and standards in the Middle East. The section will continue to make accessible comprehensive and objective protection-related information to UNHCR staff and external users through, among other things, the Refworld. The section will coordinate the production of country research papers and assist government counterparts in their efforts to build country-of-origin information capacity.

## Staff Council

UNHCR's **Staff Council** is established in accordance with Article VIII of the United Nations Staff Regulations and Rules, which upholds the principle of freedom of

association by allowing UN staff members to form and join associations, unions or other groupings. It is a representative body that maintains contact and communication between the High Commissioner and staff on issues relating to staff welfare including conditions of work and personnel policies.

Budget (USD) <sup>1</sup>		
Divisions / Departments	Annual Programme Budget	
	2006	2007
<b>Executive Direction and Management</b>		
Executive Office (including Office of the Mediator)	4,170,175	3,945,140
Inspector General's Office	3,469,609	3,472,170
Legal Affairs Section	1,158,770	1,059,612
Change Management Section	0	759,070
Policy Development and Evaluation Service	592,654	980,045
Organization Development and Management Service	1,944,273	2,136,207
<b>Sub-total</b>	<b>11,335,481</b>	<b>12,352,244</b>
<b>Division of Information Systems and Telecommunications</b>		
Office of the Director and ICT fixed costs for Headquarters	722,441	2,683,278
Information and Telecommunications Service	13,102,361	10,868,728
Business Solutions Service	24,600,971	18,483,174
<b>Sub-total</b>	<b>38,425,773</b>	<b>32,035,180</b>
<b>Division of International Protection Services</b>		
Office of the Director	1,719,798	1,553,299
Specialized Sections	10,409,079	9,454,994
<b>Sub-total</b>	<b>12,128,877</b>	<b>11,008,293</b>
<b>Division of Operations</b>		
<b>Division of Operational Services</b>		
Office of the Director	2,024,346	2,465,428
Specialized Sections	4,182,601	3,010,171
Programme Coordination and Operations Support Section <sup>2</sup>	2,477,225	2,347,476
<b>Sub-total</b>	<b>8,684,172</b>	<b>7,823,075</b>
<b>Regional Bureaux</b>		
Office of the Director - Africa	4,012,177	4,142,190
Sudan / Chad Situation Unit Headquarters	709,591	553,548
Desk for West Africa	1,749,854	1,130,569
Desk for East and Horn of Africa	1,323,148	1,000,792
Desk for Central Africa and the Great Lakes	1,457,189	1,276,953
Desk for Southern Africa	994,396	777,467
Bureau for Central Asia, South-West Asia, North Africa and the Middle East	4,851,878	4,470,799
Bureau for Asia and the Pacific	2,861,833	2,609,036
Bureau for Europe	5,012,002	4,835,680
Bureau for the Americas	2,150,942	2,090,213
<b>Sub-total</b>	<b>25,123,010</b>	<b>22,887,247</b>
<b>Sub-total Department of Operations</b>	<b>33,807,182</b>	<b>30,710,322</b>
<b>Division of External Relations</b>		
Office of the Director	1,395,219	839,033
Donor Relations and Resource Mobilization Service	3,402,193	3,466,754

Divisions / Departments	Annual Programme Budget	
	2006	2007
Media Relations and Public Information Service	4,266,744	4,253,666
Private Sector and Public Affairs Service	2,481,052	2,315,746
Secretariat and Inter-Organization Service	1,882,305	2,065,454
NGO Liaison Unit	592,327	558,052
Records and Archives Section	2,264,254	2,173,274
Electronic Document Management	587,841	394,734
<b>Sub-total</b>	<b>16,871,935</b>	<b>16,066,713</b>
<b>Division of Human Resource Management</b>		
Office of the Director	2,365,129	2,585,508
Specialized Sections	16,610,360	14,926,206
Joint Medical Service	2,201,595	1,912,017
<b>Sub-total</b>	<b>21,177,084</b>	<b>19,423,731</b>
<b>Division of Financial and Supply Management</b>		
Office of the Controller and Director	1,716,984	1,721,664
Financial Resources Service	7,853,127	8,291,491
Supply Management Service <sup>3</sup>	6,312,550	6,122,190
Audit	3,013,660	3,031,005
UN Finance Division (including security and safety at Headquarters)	3,500,000	3,315,000
Headquarters running costs	10,999,263	9,809,875
<b>Sub-total</b>	<b>33,395,584</b>	<b>32,291,225</b>
<b>Staff Council</b>	<b>410,394</b>	<b>400,381</b>
<b>Grand total</b>	<b>167,552,310</b>	<b>154,288,089</b>

<sup>1</sup> Includes allocations of USD 32,873,515 (2006) and USD 34,431,685 (2007) from the UN Regular Budget.

<sup>2</sup> This section is now part of the newly-created Performance Support Service.

<sup>3</sup> The Supply Management Service is moving from the Division of Financial and Supply Management (DFSM) to the Division of Operational Services at the time of writing. It is shown under DFSM for comparative purposes.