

Headquarters

Executive Direction and Management

The **Executive Office** comprises the High Commissioner, supported by the Deputy High Commissioner and the Assistant High Commissioner. The Executive Office informs operational units of executive decisions and political developments while keeping the High Commissioner abreast of developments in the field. The heads of the four main 'pillars' of UNHCR (the Department of Operations, the Department of International Protection, the Division of Communication and Information, and the Division of Resource Management) report directly to the High Commissioner. Four high-priority functions are attached directly to the Executive Office: those of the High Commissioner's Special Envoy for the Federal Republic of Yugoslavia (Kosovo Operation), based in Pristina; the Director of the UNHCR Liaison Office to the United Nations in New York; the Inspector General's Office and the Director of the Emergency Response Service. The Assistant High Commissioner supports the High Commissioner in the task of supervising the work of the Emergency Response Service. The Executive Office formulates policy, ensures effective management and oversees UNHCR's operations worldwide. For the purposes of this Global Appeal, the costs relating to the Special Envoy for the Federal Republic of Yugoslavia are included in the regional overview for South-Eastern Europe. The costs related to the Liaison Office to the United Nations in New York are included in the regional overview for North America and the Caribbean. The costs related to the Emergency Response Service are included in the chapter on Global Operations.

The **Inspector General's** office is responsible for all activities relating to both inspection and investigation. Inspections are an internal oversight and management tool that provides the High Commissioner and senior managers with a broad review of field representation at all levels, including protection, programmes, administration, staffing, external relations, staff security and living conditions, as well as impact analysis. No less importantly, inspections provide UNHCR's field offices with an independent and objective review of their performance and, where necessary, a second opinion on difficult issues. Inspection reports include recommendations for improvements and action to overcome constraints. These often draw on best practice and solutions observed during other inspections. From 1995 to 2000, a total of 90 country operations



were inspected. In 2001, 15 will be inspected. Investigation, by contrast, comprises comprehensive, systematic examination of alleged or suspected wrongdoing relating to possible misuse of UNHCR funds, resources or facilities involving UNHCR staff, implementing partners or contractors. Depending on the nature of the suspected wrongdoing, investigations are conducted by UNHCR staff, by staff of the UNHCR Audit Section of the Office of the Internal Oversight Services (OIOS), by the OIOS Investigation Section, or using other resources, as appropriate.

To improve UNHCR's ability to respond to emergency situations involving the displacement of populations, the former Emergency Preparedness and Response Section was re-named the **Emergency Response Service** and given a number of additional responsibilities. In addition to providing assistance to field offices facing refugee emergencies and related activities, ERS is responsible for security in refugee and returnee-populated areas. Another new ERS responsibility is to liaise with the military, since co-ordination with the military and components of peacekeeping operations has become an important part of UNHCR's work. In addition, ERS is focal point at UNHCR Headquarters for issues relating to anti-personnel mines. More information on ERS activities and priorities in 2001 as well as the budget are included in the chapter on Global Operations.

The Department of International Protection

The Department's primary functions are: to set standards and norms of international protection (in order to ensure worldwide consistency of approach), to promote the principles and advocate the practice of international protection, and to offer advice during the formulation of strategic and operations policy. The Department comprises the **Director's Office**, the **Standards and Legal Advice Section**, the **Promotion of Refugee Law Section**, the **Protection Support and Oversight Section** and the **Resettlement Section**.

The main priorities of the Department are to ensure that protection standards and norms for all persons of concern (refugees, asylum-seekers, persons in refugee-like situations, internally displaced persons and stateless persons) are more effectively translated into practice in UNHCR's operations world-wide, and to reinvigorate state support for and compliance with the international protection regime. The Department trains UNHCR staff to raise expertise at all levels of the Office. It also reviews programme plans and implementation schedules jointly with the Department of Operations. The Department will also continue to develop protection indicators, guidelines and tools for use in programme planning. These guidelines will emphasise the needs of refugee women and children, including the prevention of and response to sex-

ual violence, as well as the needs of the elderly and other vulnerable groups.

A major priority for 2001 is to conduct Global Consultations on International Protection (as endorsed by the Executive Committee in October 2000). Other priorities include measures to expand support for UNHCR's mandate, to increase opportunities for resettlement and to influence the development of national legislation relating to persons of concern. (For further information, please see the chapter on Protection.)

The Department of Operations

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

The main objectives of the Department are to: support UNHCR's world-wide field-based operations; advise senior management on protection and programme-related issues; monitor the implementation of policies; support regional initiatives to create awareness of refugees and asylum laws; strengthen ties with development agencies; provide field-based organisations with the training they need to expand; and oversee the delegation of functions from UNHCR Headquarters to the field.

For UNHCR, the evaluation function is an instrument of organisational learning, accountability and change. It forms part of a broader framework of activities, including inspection, monitoring and audit, intended to improve the agency's operational efficiency and impact. The **Evaluation and Policy Analysis Unit** (EPAU) undertakes or commissions systematic assessments of UNHCR policies, programmes, projects and practices. In 2001, EPAU will focus on three thematic priorities: UNHCR's role in meeting the protection needs of refugee children and refugee women; the implementation of UNHCR policy on refugees in urban areas; and the management of protracted refugee programmes. It will also complete a number of evaluations initiated in 2000, including reviews of refugee education and the role of UNHCR in relation to the problem of

statelessness. UNHCR will further develop the evaluation function by providing evaluation training to staff, continuing to introduce new evaluation methodologies (emphasising consultation with beneficiaries of UNHCR's programmes and joint evaluation initiatives with states, NGOs and other UN agencies), and introducing a new set of evaluation procedures. The latter seek to ensure that evaluation findings and recommendations are effectively incorporated into the planning, programming and policy-making processes. At the same time, regional bureaux and field operations will be encouraged to play a more active role in initiating external evaluations and in undertaking self-assessment exercises.

The **Division of Operational Support** is responsible for providing guidance and support for the design and management of programmes, in particular developing the new Operations Management System (OMS), and ensuring their technical integrity. The Division also supervises adherence to policies and guidelines related to refugee women/gender equality, refugee children and adolescents, elderly refugees and the environment. The Division comprises the **Director's Office** (to which are attached the Senior Co-ordinator for Refugee Women/Gender Equality and the Senior Co-ordinator for Refugee Children/Adolescents), and six technical sections: **Reintegration and Local Settlement; Health and Community Development; Engineering and Environmental Services; Field Safety; Operations Management System; and Programme Co-ordination**. Owing to the creation of the Emergency Response Service and attribution to its of responsibility for safety in refugee and returnee areas, the Field Safety Section will concentrate exclusively on staff safety issues and continue to oversee the work of the Field Safety Advisers.

The collection and analysis of geographic information by the **Geographical Information and Mapping Unit** has become an important component of UNHCR's planning and operations, particularly in emergency situations, as well as for environmental activities. The Office has had recourse to the latest technology, such as the Geographical Information System (GIS), the Global Positioning System (GPS) and satellite imagery. Geographic information and mapping activities will continue to be promoted in 2001 as a management tool for planning operations. The Office will also continue to be actively involved in the work of the inter-agency Geographic Information Support Team (GIST) on issues such as definition of standards, data-sharing and co-operation between UN agencies and donors on geographic information.

Priorities for the Division in 2001 include: to improve the quality and technical coherence of UNHCR's programmes, through the clear articulation of primary and secondary programme goals, objectives and related activities, expressed in terms of measurable indicators; to further develop the OMS, in consultation with field offices; to put into practice more effectively the policy

priorities established by UNHCR's Executive Committee; to strengthen staff security measures, in co-ordination with those of the Office of the United Nations Security Coordinator (UNSECOORD); and to provide timely and appropriate technical support for field operations. (For more details, please refer to the chapter on Global Operations.)

The Division of Communication and Information

The Division's main role is to ensure that UNHCR communicates a powerful, coherent and consistent message to the world, thereby mobilising public, political and financial support for the work of the Office. It is also responsible for maintaining good internal communication among all parts of UNHCR and between the Office and its partners. Priorities for 2001 are: to increase overall support for UNHCR (greater financial support from government donors plus new financial and material support flowing from more extensive relations with the private and corporate sectors); to strengthen UNHCR's external communication efforts, in order to enhance the Office's image and sustain public interest in its activities; to establish a Refugee Education Trust and raise awareness of refugee issues and emerging protection challenges (this will capitalise on the 50th anniversary commemoration of the 1951 Refugee Convention); and enhance the Executive Committee framework. The following seven Services will be involved in accomplishing these objectives.

The **Donor Relations and Resource Mobilisation Service** is the main focal point within UNHCR for relations with governmental and intergovernmental donors. The Service provides donors with information on policies, funding, programmes, administration and all other issues which may affect a donor's funding decisions. It helps donors acquire a clear understanding of the goals and the resource requirements of the Office and it helps the field and Headquarters generate the information needed for this purpose. The Service produces the annual Global Appeal, Mid-Year Progress Report and the Global Report to help generate the funds required for UNHCR's operations worldwide and satisfy donor reporting requirements.

The **Media Relations and Public Information Service** is responsible for promoting public understanding of the situation of refugees and the work of UNHCR, to generate political, moral and financial support for the cause of refugees. Its global network of media hubs ensures rapid collection and dissemination of information on current situations, whilst a newly created Mass Information function will ensure provision of objective information to refugee and returnee populations. The service also produces written and audio-visual information materials for in-house and public audiences, and produces visibility items, mainly for use by staff manning field operations, to increase the Office's visibility.

The **Private Sector and Public Affairs Service** focuses on mobilising financial and other support from the private and corporate sectors. It also seeks to raise the general public's awareness of refugee issues and the work of the Office. The Service is charged with developing and implementing the Office's private sector fund-raising strategy and forging stronger links with corporations, trusts and foundations, in order to broaden UNHCR's donor base and promote greater commitment to the cause of refugees.

The **Secretariat and Inter-Organisation Service** supports the work of UNHCR's Executive Committee and acts as a focal point for UNHCR's relations with UN agencies, intergovernmental organisations and other international organisations. Current priorities include revitalising UNHCR's role in UN forums for inter-agency consultation and co-operation and improving the working methods of the Executive Committee.

The **Centre for Documentation and Research** is responsible for UNHCR's library, information and database services, and co-ordination of UNHCR's electronic publishing initiatives, including the maintenance and development of UNHCR's public website. In addition, the Centre undertakes research on strategic issues and country situations of concern to UNHCR. It offers easy access to a wide range of legal, country, and other refugee-related information both to staff and external audiences via the KIMS/RefWorld databases that are published on CD-ROM. It also maintains UNHCR's Intranet and public sites. A separate unit is responsible for producing *The State of the World's Refugees*, a UNHCR publication that analyses trends and challenges in the Office's work with refugees. A special edition commemorating UNHCR's 50th anniversary was launched at the end of 2000 and will be translated into 13 languages.

The **NGO Unit** promotes information exchange and discussions between UNHCR and NGOs through support for NGO observers at the Executive Committee. It also organises pre-Executive Committee NGO consultations and regular protection and region-specific briefings for NGOs. Through the Partnership in Action (PARinAC) process, the NGO Unit helps regional bureaux and offices to improve UNHCR/NGO partnerships, particularly with national NGOs. This includes policy development, drafting of region-specific NGO strategies, and support for national NGO capacity-building programmes.

The **Records and Archives Section** is responsible for the management, preservation and use of UNHCR's current and historical records, in paper, electronic and audio-visual formats as well as the reproduction of UNHCR documents. In 2001, the section will oversee the implementation of an Electronic Document Management System at Headquarters and in the field.

The Division of Resource Management

The Division of Resource Management ensures that UNHCR makes optimal use of the financial, human, material and technological assets at its disposal. The Director of this Division also serves as the Office's Controller. In 2001, the main priorities of this Division will be: to implement the first modules of the Integrated Systems Project, which will involve all Divisions; to improve UNHCR's technical infrastructure in preparation for the new system; to enhance emergency-response related support services, especially in the areas of supply chain and telecommunications; and to seek to better reconcile the strategic priorities of UNHCR with the elaboration of the budget and the allocation of resources in the framework of UNHCR's new unified budget structure. Improving human resource management will also be an important focus of activity, especially the rotation system. In 2001 UNHCR plans to conduct an internal review of staff rotation and related policies (currently based on a set of internal guidelines drawn up in the mid-1980s and only slightly modified over the years). This review should lead to optimum use of UNHCR's internationally mobile workforce while striking a balance between personal considerations and the exigencies of service. The Office will revise the system for vacancy management, recruitment and postings, and pursue implementation of the career planning function. Given the resource implications of arrangements to improve staff security, the Division of Resource Management will continue to work closely with the Division of Operational Support on staff security issues. In meeting these objectives, the Controller will rely on the following structure.

The **Organisational Development and Management Section (ODMS)** is a new section created with existing posts. The main objective of ODMS is to provide senior management with information, analysis, and advice on structural and managerial issues to facilitate, in an evolving environment, the strategic change necessary to ensure a performance-oriented and competent organisation. It will conduct studies of organisational units at Headquarters and field offices to ascertain and improve their effectiveness, including the efficient utilisation of the workforce. ODMS will promote the use of management systems and methods suited to UNHCR's needs and designed to increase operational efficiency.

The **Financial Resources Service** sets policy for financial management and control, including budgeting, financial monitoring and reporting. It produces UNHCR's yearly financial statements, develops and implements training on financial and budgetary principles and procedures, and provides policy guidance and support for cash management, income recognition and payments. It also develops policies and procedures for travel on official business. The Service is comprised of six units:

Finance Section, Budget Section, Treasury, Policy Training Unit, Audit Unit, and Travel and Visa Unit.

The **Human Resources Service** is responsible for administrative and technical support for UNHCR staff, and policy on human resources management. The Service comprises four sections: Policy and Administration, Recruitment and Postings, Legal Affairs and Information Technology.

The **Career and Staff Support Service** nurtures current and future human resources by supporting the development and career aspirations of individual staff members. It also focuses on performance, helping staff meet the professional and personal challenges of a career with UNHCR. It comprises a Performance and Career Planning Section, a Staff Development Section and a Staff Support Unit.

The **Information Technology and Telecommunications Service** is responsible for providing expertise and resources for the planning, design and implementation of information technology systems that best meet UNHCR's needs. It also plans, implements and oversees the Office's global telecommunications requirements. There are six organisational units, which handle: systems development, technical and user services (including a Headquarters-based help desk), field-adapted systems, Intranet services, project co-ordination, and maintaining telecommunications.

Other Services within the Division include the **Supply and Transport Section** and the **Building Management Unit**. The former's primary purpose is to provide timely and cost-effective sourcing and delivery of goods and services to UNHCR's clients, i.e. refugees and other persons of concern. It provides procurement and logistics advice to UNHCR staff at Headquarters and in field locations. It is also responsible for strengthening the Supply Chain, which integrates supply and service planning, sourcing, delivery, inventory management and asset management into a global unified structure. The Building Management Unit is responsible for making the most efficient use of the 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.

Finally, the Division is 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)	
Executive Direction and Management (EDM)	
Executive Office	2,500,300
Inspection	1,008,700
Sub-total EDM	3,509,000
Department of International Protection (DIP)	
Director's Office	949,500
Specialised Sections	4,128,200
Sub-total DIP	5,077,700
Department of Operations (DOS)	
Director's Office, Bureau for Africa	1,269,800
Evaluation and Policy Analysis Unit	533,800
Director's Office (DOS)	1,602,700
Division of Operational Support	5,702,600
Bureaux and Liaison Units	
West and Central Africa Liaison Unit	744,500
East and Horn of Africa Liaison Unit	683,700
Great Lakes Liaison Unit	1,786,500
Southern Africa Liaison Unit	470,600
Bureau for Asia and the Pacific	2,193,500
Bureau for Europe	2,791,900
Coordinator for South-Eastern Europe Operations	2,146,000
Bureau for the Americas	1,503,700
Bureau for Central Asia, South-West Asia, North Africa and the Middle East	2,625,000
Sub-total Bureaux and Liaison Units	14,945,400
Sub-total DOS	24,054,300
Division of Communication and Information (DCI)	
Director's Office	945,500
Donor Relations and Resource Mobilisation Service	2,831,400
Media Relations and Public Information Service	2,486,500
Private Sector and Public Affairs Service	1,824,700
Secretariat and Inter-Organisation Service	1,396,900
Centre for Documentation and Research	1,536,300
NGO Unit	412,200
Records and Archives Section	1,523,300
Sub-total DCI	12,956,800
Division of Resource Management (DRM)	
Office of the Controller and Director (including ODMS)	1,207,100
Financial Resources Service	5,859,400
Human Resources Service	8,235,900
Career and Staff Support Service	2,767,600
Information Technology and Telecommunications Service	10,078,000
Supply and Transport Section	3,696,400
Building Management Unit	48,600
Audit	1,540,600
ICC Services	2,626,300
Joint Medical Service	1,033,900
UNOG Services	3,100,000
Headquarters Running Costs	6,968,300
Staff Council	173,500
Sub-total DRM	47,335,600
Total	92,933,400

¹ Includes an allocation of USD 19,124,600 from the UN Regular Budget.