

HEADQUARTERS

This chapter describes changes in UNHCR's Headquarters structure during the first months of the year, as well as new policies aimed at improving management and overall effectiveness.



EXECUTIVE DIRECTION AND MANAGEMENT

A New Emergency Response Service

Early in the year, at the request of the High Commissioner, the Assistant High Commissioner led an internal review of UNHCR's emergency response structure and mechanisms that recommended a number of changes and improvements. The internal review benefited from the findings and recommendations of the *Independent Evaluation of UNHCR's Response to the Kosovo Refugee Crisis*, which was discussed by UNHCR's Standing Committee in March. In June, the former Emergency Preparedness and Response Section (EPRS) was renamed the Emergency Response Service (ERS) and given a number of additional responsibilities. Under the direction of a senior official at the D1 level, reporting directly to the High Commissioner, the ERS will henceforth be responsible for security in refugee- and returnee-populated areas. Owing to this change, the Field Safety Section (FSS), which will remain within the Division of Operational Support (DOS), will concentrate exclusively on staff safety issues. Another new element is the creation of a post of senior liaison officer within ERS to liaise with the military. As the Kosovo operation showed, co-ordination with the military and

components of peacekeeping operations has become an important part of UNHCR's work. ERS will also be the focal point at Headquarters for issues relating to anti-personnel mines.

Following the internal review, UNHCR also prepared a Plan of Action covering a full range of emergency-related activities, including preparedness, response, structures, and post-emergency follow-up. Under the Plan of Action, external staffing stand-by arrangements are being developed, especially to cover the vital sectors of logistics, telecommunications and security. The Plan also calls for strengthening UNHCR information technology and telecommunications capacity in emergencies, as well as identifying better office and staff-accommodation modules. The Plan of Action was shared with interested members of UNHCR's Executive Committee, as well as relevant UN partners and UNHCR's main NGO partners in emergencies. Additional consultations are planned to seek broad support, including financial support, for the measures required to strengthen UNHCR's emergency response capacity. (Other activities relating to UNHCR's emergency preparedness and response are described in the chapter entitled Global Operations.)

THE DEPARTMENT OF INTERNATIONAL PROTECTION

Proposed Global Consultations to Revitalise the International Protection Regime

At the July session of the Standing Committee, UNHCR proposed to launch global consultations to revitalise the international protection regime. The aim of the consultations will be to reaffirm the fundamental role of the 1951 Convention while acknowledging and addressing the gaps and failures of the current system from the perspective both of persons seeking and needing protection and of governments confronted by serious dilemmas in this regard. The prime purpose is to examine how innovative approaches and standards to address impor-

tant protection gaps in the existing framework can be developed in a manner that is sensitive to the interests and concerns of all involved, including states. The global consultations are also intended to complement the Global Campaign on Accession, as well as ongoing regional initiatives to strengthen protection. Discussions on this initiative will continue within the framework of the fifty-first session of UNHCR's Executive Committee in October.

THE DEPARTMENT OF OPERATIONS

Policy Research and Evaluation

UNHCR's policy research work has been split up into two different fields: operations and protection. The former has been entrusted to the Evaluation and Policy Analysis Unit (EPAU) in the Department of Operations and the latter to the Promotion of Refugee Law Section (PRLS) in the Department of International Protection. Work in this area is described in the chapter entitled Global Operations.

During the period under review, UNHCR declassified all of its previous evaluation reports and posted those issued during the past four years on a new "Evaluation and Policy Analysis" page of the UNHCR website. An Evaluation Committee was established to support the evaluation function, comprising senior staff of Headquarters sections involved in organisational learning, oversight and operations management activities. Individual steering committees were established for new evaluation projects, to act as panels for the selection of independent consultants and to provide a means for the effective follow-up of completed activities.

UNHCR also reached an agreement with OCHA, UNICEF and WFP to undertake at least one major joint evaluation each year. Responsibility for the development of self-evaluation techniques was assumed by the OMS.

Review of Decentralised Management Structures in Africa

More than one year has passed since the in-

roduction of a decentralised structure for operations in Africa, consisting of three field-based directorships: for West and Central Africa based in Abidjan, for the Great Lakes, East and Horn of Africa based in Addis Ababa, and for Southern Africa based in Pretoria. In July, an Africa Review Group was established to review the new management structure, including a thorough review of the number and level of posts, and to present findings and recommendations to the High Commissioner before the end of the year.

New Operational Framework for Repatriation and Reintegration Activities

In June, the Office promulgated *UNHCR's Operational Framework for Repatriation and Reintegration Activities*. The Framework is an effort to rationalise and systematise the preparation of repatriation and reintegration operations, while ensuring that UNHCR's activities are properly co-ordinated with and linked to the activities of national authorities and those of multilateral and bilateral development partners. The framework draws on lessons learned and best practices from UNHCR's experience over the last decade and has been the subject of broad consultations. The approach proposed in the framework, which fully integrates UNHCR's policies on gender, children/adolescents, older refugees and the environment, represents a significant shift in policy. It calls for systematic reintegration-strategy formulation, and for developing operational linkages with development actors at the earliest stage of operations. The objective is to sustain the repatriation and reintegration process, while facilitating the smooth conclusion of UNHCR's involvement.

New OMS Information Systems Board

To improve co-ordination of the development of the Operations Management System (OMS) and the related OMS Integrated Systems Project (ISP), the High Commissioner created an OMS Information Systems Board in April. The new board replaces the OMS Project Board and the IT Steering Committee. The board will report to the Deputy High Commissioner and will consult widely with all other units at

UNHCR to ensure that all staff share ownership of the new systems. (See the chapter on Global Operations for more details on OMS and ISP).

THE DIVISION OF COMMUNICATION AND INFORMATION

New Private Sector and Public Affairs Service

To strengthen UNHCR's efforts to widen its donor base by reaching out to the private sector, in March the High Commissioner established a Private Sector and Public Affairs Service (PSPA) within the Division of Communication and Information. PSPA is charged with actively pursuing all promising areas of potential income using the most appropriate fund-raising techniques. As a first step, PSPA will give primary emphasis to developing support from the general public in selected countries, essentially through national associations. DCI/PSPA, in close consultation with the Regional Bureaux, will have overall responsibility for developing a centrally co-ordinated system of national associations. The recruitment of a senior officer to head PSPA will be completed during the fourth quarter of the year and PSPA should be fully operational by 2001.

Strengthening UNHCR's Global Information Network and Mass Information

In April, the High Commissioner endorsed a new policy to strengthen UNHCR's public information activities through the newly named Media Relations and Public Information Service (MRPIS). The aim is to establish a global information network by identifying some 20 key international media hubs, which will be staffed by experienced journalists who will be clearly identified as UNHCR Media Officers. The officers will liaise with other UNHCR offices in their regions to ensure a two-way flow of information and will also be tapped for emergency assignments within emergency operations. MRPIS at Headquarters will act as a central news and editing desk staffed by experienced journalists and editors with responsibility for the rapid collection, packaging and timely global dissemination of public information both from Headquarters and from

the international media hubs. MRPIS has also been assigned responsibility for co-ordinating UNHCR's global mass information activities (following the dismantling of the Mass Information Unit in 1998). A mass information post has been created within MRPIS to co-ordinate mass information activities globally with a focus on three areas: promoting repatriation, promoting reconciliation, and conducting awareness campaigns aimed at ensuring refugees and returnees receive objective information on issues of concern.

UNHCR's former "PI Shop", also within MRPIS, was re-named the Visibility and Promotional Items Supply Unit in February. The main objective is to promote the immediate and consistent visibility and identification of UNHCR staff and equipment, in order to increase media, donor and public awareness of UNHCR activities on behalf of refugees.

Other Changes in the Division of Communication and Information

The Centre for Documentation and Research was renamed the Centre for Documentation on Refugees (CDR). As of this year, CDR focuses on documentation and library functions, as well as the compilation and distribution of country information. Policy research functions have been transferred to the Department of International Protection and the Evaluation and Policy Analysis Unit in the Department of Operations.

A new Electronic Publishing Unit (EPU) was established in CDR in the spring to co-ordinate and rationalise electronic publishing activities within UNHCR, while keeping pace with technological advances. The EPU maintains and develops UNHCR's Intranet, including the Knowledge and Information Management Systems (KIMS), and is responsible for maintaining and further developing UNHCR's home-page on the World Wide Web, including UNHCR's *RefWorld*. The unit will also pilot the next generation of user services through hybrid CD-ROM/Internet/Intranet solutions.

THE DIVISION OF RESOURCE MANAGEMENT

New Organisational Development and Management Section

During the 1999 restructuring of UNHCR Headquarters, it was recognised that the Office needed a strong organisation and management section to assist in defining standards for office structures and staffing levels, as well as identifying best practices and other efficiency measures. On 1 July, the new Organisational Development and Management Section (ODMS) became effective, reporting to the Director of the Division of Resource Management (DRM). The main objective of the ODMS is to provide UNHCR senior management with information, analysis and advice on structural and managerial issues, to facilitate the strategic change necessary to ensure a performance-oriented, efficient and effective organisation. Among ODMS' main functions will be to:

- Conduct studies of organisational units at Headquarters and field offices to ascertain and improve their effectiveness and efficiency;
- Study organisational methods, systems and procedures to improve management efficiency and effectiveness;
- Promote the use of management systems and methods adapted to UNHCR's needs;
- Plan, implement and administer the Office's ongoing job classification maintenance procedures, to provide technically correct and uniformly applied classification reviews;
- Review professional posts for possible designation as "specialist" posts;
- Represent UNHCR in UN common system bodies dealing with the development and testing of common system classification standards and training tools; and

- Develop procedures for the identification and documentation of post-specific managerial and functional competencies, within the context of the Career Management System.

New Human Resource Policies

In 1 January, UNHCR introduced new human resource policies for the posting of staff. The main elements are more a more proactive role for the staff member, a more direct involvement by managers in the selection of candidates and a more professional matching of staff profiles to the requirements of a post. There have been some teething problems in the transition period. As originally envisaged by the High Commissioner, a review is currently being undertaken by the Appointments and Promotions Board in order to identify ways to strengthen the implementation of the new human resources policies.

New Policy and Administration Section

Much of the input required for the introduction of new policies on contracts, promotions and postings on 1 January 2000, and the delegation of the management and administration of locally recruited staff to field offices, was provided by the Policy and Planning Section (PPS), created out of the Staff Administration Section (SAS) of the former Division of Human Resources Management.

As the process of decentralisation of human resource management progresses, the future direction of both PPS and SAS will involve a gradual departure from hands-on administration, to providing support, guidance and monitoring of human resource activities in the field and development of policy initiatives aimed at improving living and working conditions and streamlining the administration of entitlements and benefits. PPS and SAS have now been merged into one section: the Policy and Administration Section (PAS). It is hoped that this merger will tap the in-depth human resources knowledge of staff in the newly created section to support the design phase of the human resources component of the ISP project.

	Initial Budget*	Revised Budget*	Total Funds Available**	Total Funds Obligated*
EXECUTIVE DIRECTION AND MANAGEMENT				
Executive Office	2'659'000	2'822'537		
Inspection	1'100'000	1'061'293		
Sub-total	3'759'000	3'883'830	877'100	1'675'892
DEPARTMENT OF INTERNATIONAL PROTECTION (DIP)				
Director's Office	1'040'300	1'029'172		
Specialised Sections	3'988'800	4'156'441		
Sub-total	5'029'100	5'185'613	2'263'200	2'263'200
DEPARTMENT OF OPERATIONS (DOS)				
Director's Office (Bureau for Africa)	1'138'100	1'319'260		
Evaluation and Policy Analysis Unit	543'100	547'860		
Director's Office (DOS)	1'546'200	1'792'750		
Division of Operational Support	6'151'800	5'925'332		
Sub-total	9'379'200	9'585'202	4'188'530	4'398'295
DIVISION OF COMMUNICATION AND INFORMATION (DCI)				
Director's Office	580'500	1'204'336		
Donor Relations & Resources Mobilisation Service	2'653'700	2'858'214		
Media Relations and Public Affairs Service	2'821'100	3'783'031		
Secretariat and Inter-Organisation Service	1'441'400	1'458'241		
Centre for Documentation and Research	1'830'500	1'480'252		
NGO Unit	439'400	436'753		
Records and Archives Section	1'872'700	1'902'319		
Sub-total	11'639'300	13'123'146	3'610'908	5'329'998
DIVISION OF RESOURCE MANAGEMENT (DRM)				
Office of the Director and Controller	677'000	1'385'627		
Financial Resources Service	6'270'900	6'226'343		
Human Resources Service	8'558'600	8'287'615		
Career and Staff Support Service	2'789'000	2'778'105		
Information Technology & Telecom. Service	9'103'700	9'106'605		
Supply and Transport Section	2'285'500	2'288'027		
Building Management Unit	1'127'800	1'127'891		
Audit	1'534'800	1'517'978		
ICC Services	2'680'000	2'679'928		
Joint Medical Service	747'000	747'042		
UNOG Services	3'178'200	3'178'263		
Headquarters Running Costs	7'342'100	7'341'794		
Staff Council	177'800	177'610		
Sub-total	46'472'400	46'842'828	14'829'900	21'139'240
TOTAL (USD)	76'279'000	78'620'619	25'769'638	34'806'625

* Includes 2000 contribution from the United Nations Regular Budget.

** Includes income from contributions restricted to a region/theme, income from unrestricted contributions, opening balance and adjustments.

This total includes costs for Management and Administration (73%) and Programme Support (27%). The costs relevant to the Regional Bureaux at Headquarters (USD 15.8 million) are presented part of the budgets for the Regional Overviews (see section on Operations).