

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 and UNHCR's office in New York report directly to the High Commissioner. The Policy Development and Evaluation Service (PDES) also reports to the High Commissioner; however functional oversight is exercised by the two Assistant High Commissioners.

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 of UNHCR operations; 2) investigating possible misconduct by UNHCR personnel; and 3) inquiring into violent attacks on UNHCR personnel and operations, as well as other incidents causing loss or damage to the Office's credibility or assets.

In addition to the standard inspections undertaken on a yearly basis, emerging management problems will be addressed through ad hoc inspections carried out rapidly and with small teams so as to enable senior managers to take corrective action in a timely manner. A risk-based approach to identifying countries or issues for inspection will be used.

The development and implementation of procedures for effective follow-up on findings will be a priority for the IGO. To ensure that inspection recommendations are implemented in a timely manner, the IGO will follow up on inspection recommendations until they are deemed to have been fully complied with. Compliance missions will account for a significant part of the inspection programme.

Electronic tools, including long-distance survey and sampling instruments, will be developed to enable better inspection targeting and information- collection in 2008-2009. An automated survey instrument will enable the IGO to provide detailed feedback to operations managers and their teams prior to departing from the inspected operation. The improved ability of

the IGO to undertake these surveys will improve transparency and facilitate the identification of trends in management that could benefit from policy review and/or development.

The IGO will also seek to improve its capacity to investigate misconduct. The IGO's Investigation Unit will ensure that cases of possible misconduct by UNHCR personnel are investigated properly. In 2008-2009, the IGO will play an increased organizational role in supporting policy measures to prevent fraud and address weaknesses in control and accountability.

A recent review of investigation findings and sanctions shows that there is a need for improved coordination and consistent application of standards through the entire disciplinary process. The Investigation Unit will therefore increase its collaboration with other units and refine the definition of the standards governing investigations so as to better meet the expectations and demands of the administration of justice system.

When the IGO's investigation findings have significant management implications, relevant observations and recommendations will be formulated as separate Management Implication Reports (MIRs). A useful tool for management, MIRs will cover issues ranging from basic administrative matters, such as asset management, to strategic considerations such as fraud prevention.

The **Policy Development and Evaluation Service (PDES)** advises the High Commissioner and his senior management on global policy issues, ensuring that UNHCR policies are coherent, consistent and clearly articulated. PDES is also responsible for the



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management of UNHCR's evaluation function, and seeks to ensure that the findings and recommendations of evaluations are effectively incorporated in the policymaking, planning and programming procedures of the Office.

PDES works in a participatory manner with all key stakeholders and seeks to ensure the active engagement of Executive Committee members and other partners. The Service is committed to a high degree of transparency, and will continue to ensure that all its evaluation reports and policy documents are placed in the public domain.

In 2008-2009, PDES will seek to strengthen the capacity, effectiveness and impact of UNHCR's policy development function, by staff training, strengthening external partnerships and the engagement of specialized expertise. The Service will ensure that UNHCR's evaluation policies and procedures are consistent with the highest professional standards, including those established by the United Nations Evaluation Group.

PDES will plan and implement its policy development and evaluation activities in an integrated manner, rather than as two separate functions. In 2008-2009, the Service will focus on issues such as the nexus between refugee protection and international migration; UNHCR's role in return, reintegration and post-conflict peacebuilding; internal displacement and humanitarian reform; as well as UNHCR's role in preventing and responding to sexual and gender-based violence in situations of forced displacement. To the extent possible, PDES will undertake real-time evaluations of new and fast-moving UNHCR operations, and will play an active role in relevant inter-agency humanitarian evaluations.

PDES will also service three entities that are being established to assist UNHCR in the policymaking process: the High Commissioner's Dialogue on Protection Challenges, the Field Reference Group on Protection Policies, and a Headquarters Policy Network.

UNHCR's office in New York seeks to ensure that displacement issues are on the agenda of United Nations proceedings in New York. The office builds and strengthens partnerships within the UN system, the diplomatic community and non-governmental partners. The New York office will also promote awareness about UNHCR and refugee issues and support the efforts of the Division of External Relations and the Regional Office in Washington to mobilize resources from the private sector in New York.

More details on the activities of the New York office can be found in the "Working in partnership with others" chapter.

The Deputy High Commissioner

The Deputy High Commissioner advises the High Commissioner on all aspects of UNHCR's work and stands in for the High Commissioner in his absence. The Deputy High Commissioner has specific responsibility for the management and administration of UNHCR, including organizational structure, personnel, finance and the resource prioritization process. In carrying out these responsibilities the Deputy High Commissioner supervises the Division of Financial and Administrative Management; the Division of External Relations; the Division of Human Resources Management; the Division of Information Systems and Telecommunications; the Organizational Development and Management Service; the Legal Affairs Section; and the Mediator.

The Organizational Development and Management Service (ODMS) is responsible for coordinating efforts to strengthen results-based management (RBM) within UNHCR. In 2008, ODMS will also assume responsibility for leading the next stages of the Structural and Management Change process (please refer to the "Policy Priorities" chapter for a progress update on the Structural and Management Change process). Working with the new Programme and Budget Service, ODMS will co-manage the resource allocation prioritization process in UNHCR. Other key areas of focus will include continued efforts to streamline and rationalize UNHCR's structure and processes, improve accountability, and strengthen strategic human resources management.

In 2008-2009, ODMS will further refine UNHCR's RBM framework and support the development of a results-based culture within the organization. Priority areas will be strategic planning, accountability, performance management, and the development and deployment of new RBM software, known as *Focus*.

ODMS, in close cooperation with the Bureaux, Division of Operational Services and Division of International Protection Services, will support the implementation of RBM through workshops and training, including the development of a new RBM training module for staff.

ODMS will support organizational development and management through participating in multi-disciplinary working groups, task forces and other internal bodies with managerial perspectives, such as the Annual Programme Review body and the Joint Advisory Committee, as well as through researching best practices. The Service supports organizational performance by promoting systematic and effective organizational development initiatives and through the administration of the Canadian Consultant Management Fund. ODMS will also seek to ensure that organizational development initiatives are coherent, collaborative, effective and efficient.

Results-Based Management Initiative

In 2008, UNHCR will continue to give high priority to developing a culture of results-based management (RBM). RBM is highlighted as an overall priority for the Office in the Global Strategic Objectives. Key areas of ongoing work include strengthening of strategic planning within the organization, development of UNHCR's RBM software (*Focus*), improvement of operations planning and reporting, and the introduction of measures to improve performance management and accountability.

To strengthen strategic planning, UNHCR's Global Strategic Objectives have been updated with measurable performance targets for 2008-2009. Field operations are now required to link their country-specific objectives and targets to the global objectives and targets as part of their planning and reporting process. UNHCR will continue to improve the quality of its reporting, particularly in terms of describing the impact of UNHCR's interventions, and in providing analysis of regional and global trends.

UNHCR's RBM software, *Focus*, has planning, management and reporting functions that will greatly facilitate the implementation of RBM at the country, regional and global levels. By introducing a comprehensive set of standard descriptions and measures, *Focus* aims to improve UNHCR's ability to capture the complexity of its work, and to systematically assess the impact this is having on people of concern to the organization. The pilot phase for *Focus* will begin in late 2007 and continue through 2008. In anticipation of the global introduction in 2009, UNHCR field operations will submit their updated 2009 Country Operations Plans in *Focus* in March 2008. The software will support prioritization of interventions and ensure clear linkages between UNHCR's Strategic Objectives and objectives and outputs at the regional and country levels. It will also support systematic monitoring and reporting against planned targets and enable results-based budgeting by ensuring that the costs at the delivery level (outputs) are linked to costs of achieving impact, including inputs in terms of staff and support costs.

In addition, a new standard *Results Framework*, which describes the results that the organization seeks to achieve and serves as the basis for the new budget structure, will be progressively introduced in 2008. The new framework is essential for RBM, and its introduction will better reflect UNHCR's value-added solutions and protection work.

In 2006 and 2007, UNHCR made major efforts to improve its planning process at Headquarters. For 2008, the Office redesigned the formats for plans and reports to reflect RBM best practices, to ensure consistency with planning and reporting formats used in the Field, and to strengthen participatory methods. As a result, Services and Units at Headquarters will be managed against more comprehensive results frameworks and workplans that will improve the tracking of progress and lead to better reporting. UNHCR also strengthened its annual review process in order to ensure improved compliance with corporate priorities and parameters, as well as responsiveness to operational priorities.

In 2008, UNHCR will further improve its resource allocation and prioritization practices. The new resource allocation procedures, which have been developed to ensure the best possible alignment of UNHCR's financial and human resources with the Organization's operational objectives, will be used in the annual review of 2009 Country Operations Plans. Improvements in resource allocation are an integral part of the RBM system which requires clear articulation of expected results as a basis for prioritization and resource allocation, and serves as a foundation for measuring achievement, and for assessing related accountability.

A new accountability framework for regional structures will further strengthen RBM and is essential to UNHCR's effort to regionalize and decentralize responsibility for the management of operations. In addition, the Accountability Framework for Age, Gender, and Diversity Mainstreaming, launched as a pilot in 2006, has moved to full implementation in 2007 and will continue in 2008.

In order to strengthen the performance management system, UNHCR will introduce a modified performance appraisal form together with a revised competency catalogue that is aligned with United Nations competencies in 2008. The Office is also developing a process for assessing the suitability and eligibility of staff for higher-level management positions. This entails delineating a three-stage assessment process and formulating management assessment tools, and is also expected to be piloted in 2008.

The Service will champion the establishment of rational structures to meet agreed standards, support organizational goals and priorities, service the growing demand for real-time information and impact assessment, and maximize resources by developing design parameters for UNHCR offices. This includes providing guidance for management decisions on organizational structure and responsibilities, and carrying out reviews of the organizational structure and design of Headquarters and field operations.

The **Legal Affairs Section (LAS)** deals with UNHCR's non-refugee related legal matters and provides expert advice in specialized areas of law, including public international law, United Nations administrative law, privileges and immunities, commercial law, intellectual property law, procurement and legal issues with governments. LAS supports higher levels of accountability, fair and efficient policies and procedures applied by UNHCR's administration and aims at reducing financial and other loss through legal risk analysis and by representing the organization in internal litigations. LAS budget covers external legal analysis in very specialized areas of law and legal representation by local lawyers as required.

Division of Financial and Administrative Management (DFAM)

The Division of Financial and Administrative Management is responsible for ensuring that UNHCR makes optimal use of the financial and material resources at its disposal, and is accountable for maintaining and improving the financial and management accounting controls of the organization. During the last quarter of 2007, the Budget Section of DFAM was elevated into a Programme Budget Service. At the same time, the Financial Resources Service, comprising the Budget, Finance and Treasury Sections, was abolished. The Division thereafter comprises the Controller's Office, the Programme Budget Service, the Finance and Control Section, Treasury Section and the General Services Section.

In 2008, DFAM will continue to prioritize UNHCR's fiscal stability and strengthened accountability for its resources. The Division will focus strategically on:

- 1) MSRP/PeopleSoft (PS) optimization, in order to fully enable implementation of a streamlined resource allocation framework and revised budget structure; to provide improved automated budgetary control and linkages to results-based budgeting for results-based management; and to strengthen liquidity and investment risk management through linkages with the Treasury Management System being implemented as of the last quarter of 2007;
- 2) business processes will be reengineered in conjunction with systems' optimization to ensure efficiency

gains and to permit further structural rationalization at Headquarters and in the Field;

- 3) preparations for the adoption of International Public Sector Accounting Standards (IPSAS) by 1 January 2010. IPSAS will enhance fiscal transparency of the organization in terms of balance sheet and income and expenditure statement disclosure. It will apply best accounting practices in respect of the management of assets and liabilities, and facilitate delineation and improved management of the operational and capital cost budgets of the organization.

The **Programme Budget Service (PBS)** is responsible for ensuring the best possible alignment of UNHCR's financial and human resources with the organization's operational objectives. Its key priorities for 2008 will be the establishment and maintenance of accurate budgets for all operational, staffing and administrative projects, central planning and management of resource allocation, ongoing monitoring and analysis of operations in terms of their consistency with approved plans and budgetary parameters and the timely and accurate production of budgetary and narrative information.

In 2008, the Service will pay particular attention to the management of UNHCR's first biennial budget, ongoing work on the Office's proposed new budget structure, as well as the implementation of structural and change management reform initiatives and MSRP/PS systems and procedural improvements, also within the context of the continuing development of the results-based management application, *Focus*.

Following the High Commissioner's decision to relocate certain administrative functions to the Budapest Global Service Centre, the entire Finance Section will be relocated by 1 May 2008, as well as the accounts payable and income recording- functions that were previously undertaken by the Treasury Section. At this stage, the Section will be renamed the **Finance and Control Section**. The new Section's responsibilities will include: financial trend analysis for management decision-making based on key financial performance indicators; timely production of monthly financial accounts; maintenance of accounts payable workflows and processes; development and interpretation of financial management and control policies and procedures; preparation of the annual statutory financial statements; liaison with internal and external auditors; monitoring and reporting on the expenditures of implementing partners and implementing partner audit certification compliance; and endorsement of candidates for finance-related positions within the organization. While responsibility for IPSAS policy development will remain with the Controller's Office, the Finance and Control Section will support related systems' enablement, the development of procedures and implementation of training activities.

In 2008-2009, the principal objectives of the **Treasury Section** include reporting and management of real-time global cash management positions, creation of pooled cash accounts for more centralized optimal management of global cash balances, permitting increased investment returns through maximization of funds available, more effective management of foreign exchange exposures and risk management, and a reduction in transaction costs.

During 2006, UNHCR launched the Treasury Management System (TMS) project, which will include modules for cash management, deal management of foreign exchange and investment transactions and risk management, together with establishing banking interfaces to institute global integrated liquidity pooling and centralized payment execution platforms. It is expected that full implementation and integration of the TMS will be achieved on schedule by end-2007. Through the interfacing of the TMS to the MSRP/PS financials in conjunction with the completion of the global MSRP introduction by end-2007, and the pooling of bank accounts achieved during 2007, Treasury will be in a markedly improved position in 2008 to optimize cash flow management, maximize investment income, and enhance the mitigation of foreign exchange impacts.

The **General Services Section** is responsible for the administration of Headquarters property and facilities management, travel services, and physical security arrangements. In 2008, it will implement reforms to travel procedures and physical security improvements, in particular the upgrade of building access control systems. The section will manage the orderly reduction in Headquarters surface, service and structural facilities so as to ensure that savings in office accommodation, telecommunications and other ancillary support costs are realized proportional to the decrease in Headquarters staffing levels as a result of outposting, regionalization and decentralization.

The **Office of Internal Oversight Services (OIOS)** assumes the internal audit function for UNHCR. Auditors are based in Geneva, Nairobi, and when required, in major field operations.

OIOS has adopted a risk-based approach to prioritize its audit work and plans to have fully risk-based workplans from 2008 onwards. This enables OIOS to develop its audit work plans in accordance with international standards and gives assurance that its resources are strategically focused on those areas that pose the greatest risk to UNHCR.

OIOS will continue to improve its audit services to assist the High Commissioner in his oversight responsibilities. A comprehensive skills assessment was initiated in 2007 to determine the training requirements of auditors in order to foster the development of a high-quality work environment that drives continuous performance

improvement and professional development. In 2008-2009, the Professional Practices Section, set up to improve procedures and quality control of internal audit activities, will continue to streamline procedures and develop audit tools.

Division of External Relations (DER)

The Division of External Relations is responsible for internal and external communications, fund raising and managing issues and relationships with the Office's governance bodies. As such, its major goal is to win stakeholders' support for UNHCR so that they trust and act in support of the Office's overarching objectives in a way that enables it to meet its mandated responsibilities to refugees and others of concern. This entails communicating a coherent and consistent message to external audiences. It requires an innovative approach to resource mobilization from governments, other organizations and private sources. The Division has also been tasked with facilitating internal communications to ensure that staff are better informed about its policies, strategies and successes.

The **Donor Relations and Resource Mobilization Service (DRRM)** is responsible for relations with the governmental donor community, and resource mobilization. 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. DRRM 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 supplementary programmes, and publishes the annual Global Appeal, Mid-Year Financial Report and Global Report. DRRM supports UNHCR's participation in the inter-agency consolidated appeals process and in the pooled funding mechanisms, ensuring a smooth resource allocation and reporting process in close collaboration with partners. In 2008-2009, DRRM will strengthen UNHCR's field capacity to mobilize funds, particularly in support of the pooled funding mechanism and locally allocated contributions. The Service will also seek to broaden UNHCR's donor base by exploring opportunities from new funding sources, including countries that do not traditionally contribute to UNHCR.

The **Private Sector Fund Raising Service (PSFR)** will continue its efforts to diversify the organization's funding base. Its efforts will be focused on building predictable, sustainable and flexible income from the private sector. The aim is to raise USD 100 million per year from private donors by 2011. To achieve this target, the organization is increasing its investments in private sector fund-raising activities. PSFR has also established a capital fund, the Income Growth Fund, through which PSFR makes investments in fund-raising programmes

that are managed by UNHCR's offices and national associations. The Fund enables PSFR to launch fund-raising activities in new and high potential fund-raising countries. PSFR has also put in place a decentralized regional structure that supports private sector fund-raising activities in the Field.

As part of the overall reform process at UNHCR, a new **Communications Group** in the Division of External Relations has been approved for 2008. With the goal of creating seamless and integrated communications and support for UNHCR's activities, the existing Media and Public Information Service (MRPIS) which provides a steady flow of relevant, accurate and timely information to international media and external services, will be incorporated into the new Group which will also include the existing Public Affairs Service (goodwill ambassador programme, events and campaigns). The Group will have the additional responsibility of a new internal communications function. The new Communications Group will also support mass information operations for the provision of information to refugees, host populations and other people of concern. The UNHCR public website in English and French with over 1.5 million monthly hits and a growing number of visitors will be redesigned in 2008-2009.

The **Secretariat and Inter-Organization Service (SIOS)** supports the work of UNHCR's Executive Committee (ExCom) and acts as the focal point for the Office's collaboration with United Nations coordination bodies and its global bilateral partnerships with United Nations and other international organizations. In 2008, the **NGO Liaison Unit** will be merged with the Inter-Organization Desk in the Service, to create a coherent organizational structure for managing UNHCR's relations with governments, international organizations and bodies and NGOs. The realigned Service will continue to support the ExCom and to pursue its strategic partnerships with United Nations entities, international organizations and NGOs. A major focus of the Service, in close coordination with the New York Office, will be on the current United Nations reform initiatives as well as the improvement of the global humanitarian response capacity.

The **Records and Archives Section** is responsible for the management, preservation and use of UNHCR's current and historical records, as well as for the library and 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.

The first phase of UNHCR's reform has been completed and as a result, the Personnel Administration and Payroll Section, as well as a unit of the Recruitment and Postings Section will relocate in 2008 to the new Global Service Centre in Budapest.

In 2008-2009, DHRM will develop an integrated human resource strategy that links human resources management with UNHCR's overall goals and objectives. The aim is to respond strategically to operational and organizational concerns on workforce issues. DHRM will therefore continue to play a central role in the management and structural change process.

Given the nature of UNHCR's work, a primary goal for DHRM is to have a workforce flexibility that ensures quick and appropriate response according to operational needs. The High Commissioner has called for a review of the appointment, posting and promotion process that entered into force at the end of 2006. UNHCR's human resources policies will be evaluated to ensure that they reflect the needs of the organization. DHRM will continue its active participation in inter-agency forums such as the Human Resources Network, and in the sessions of the International Civil Service Commission to guarantee that UNHCR's concerns and needs are reflected at the inter-agency level.

In the context of the reform process, limitations on external recruitment and limitations on the use of temporary assistance at Headquarters will remain in place in 2008-2009. Measures have also been established to mitigate the impact of institutional change on staff, including a special voluntary separation programme and setting up temporary measures for staff in the General Service category to apply for posts in the International Professional category.

The situation of staff in between assignments remains a management challenge for UNHCR. In 2008-2009, DHRM will seek to ensure that staff in between assignments are offered, to the extent possible, posts corresponding to their grade and competency profile.

The Career Planning Unit in DHRM was strengthened in 2007. In 2008-2009, the Unit will organize workshops and provide career planning counselling for UNHCR staff. Priority will be given to staff members who are affected by the reform process.

In 2008-2009, DHRM will ensure that mandatory refresher courses are held and that the Code of Conduct principles are mainstreamed in all learning activities. DHRM will also work closely with the United Nations Ethics Office in New York on issues relating to protection from retaliation for reporting on misconduct; the requirements for financial disclosure; and guidelines on the acceptance of gifts. The Division will work with other UN agencies to establish a network for discussing and addressing ethical and diversity issues, including through sharing best practices.

DHRM will seek to ensure that a new policy to achieve gender equity among UNHCR staff is implemented. The policy, which was launched in March 2007, seeks to ensure gender balance among UNHCR staff by 2010, as well as a gender sensitive management culture. Several measures have already been taken in this regard. Gender issues have been incorporated in learning programmes and promotions are granted on an equal basis. In 2008-2009, DHRM will develop new projects in relation to gender, such as an accountability framework and a mentoring programme.

Another priority area for DHRM is the prevention of harassment. All UNHCR staff have to complete an on-line inter-agency course on the policy for prevention of harassment, sexual harassment and abuse of power in the workplace. The Division will disseminate to all staff, guidelines and practical advice on how to use the policy.

In 2008-2009, staff welfare will continue to be a priority for DHRM, particularly in isolated locations where living and working conditions are extremely hard and staff welfare can influence the effective functioning of personnel. The HIV and AIDS in the Workplace programme will be implemented worldwide after the successful completion of its pilot phase in West and Central Africa. DHRM will also continue to be on the alert to meet new health emergencies, facilitating all aspects of coordination and provision of medical instructions to offices in the Field.

Division of Information Systems and Telecommunications (DIST)

The Division of Information Systems and Telecommunications comprises the Business Solutions Service and the Infrastructure and Telecommunications Service.

The **Business Solutions Service** is responsible for the development and support of information systems, including the Management Systems Renewal Project (MSRP) and *proGres* (Project Profile refugee registration). The implementation phase of the MSRP will come to its completion with the global introduction of the PeopleSoft Finance and Supply Chain systems by end-2007 and the Human Resources and Payroll systems by mid-2008. These IT systems and their supporting infrastructure constitute the informational backbone of the Organization and are a key enabling tool for the Structural and Management Change Process.

The **Infrastructure 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. In 2008-2009, the Service will seek to harmonize and strengthen information and communication technology (ICT) infrastructure and

avoid increasing costs through the use of global commercial partners for the provision of standard services, including communication and data networks, equipment supply and other support functions.

In 2008-2009, DIST will focus on acquiring expertise and services from commercial partners in order to strengthen ICT service delivery in the organization. Governance structures have been put in place to prioritize new initiatives and to manage service delivery internally and externally through partners. The completion of major projects and the use of commercial providers will allow a substantial decrease in staffing levels at Headquarters. DIST will also continue to decentralize ICT support functions to provide support closer to the users.

Assistant High Commissioner (Operations)

The **Assistant High Commissioner (Operations)** will oversee the functioning of the Division of Operational Services, as well as the five Regional Bureaux responsible for field operations in Africa including the Special Unit for the Sudan Situation; Asia and the Pacific; Middle East and North Africa (MENA); Europe; and the Americas. The work of the Regional Bureaux is covered in separate chapters.

Division of Operational Services (DOS)

The structure and functions of the Division of Operational Services have changed as a result of the organization-wide change management process. In 2008, the Division will comprise the Emergency Support Service and the Supply Management Service, as well as three individual support sections and a training unit that perform many of the functions of the former Operations Management Support Service.

DOS will undertake its projects in line with relevant standards and policies and in collaboration with internal and external partners. All initiatives will be based on operational evaluations and common assessments of needs.

The Division will support field efforts, particularly in protracted refugee situations, to improve the self-reliance of refugees by developing alternatives to direct assistance. DOS will also continue to support the development and implementation of comprehensive durable solutions strategies that lead to community-based programmes and activities that are jointly planned and implemented with development partners.

In consultation with other Divisions and Bureaux, DOS will ensure that the organisation's procedures and work methods reflect UNHCR's responsibilities under the Inter-Agency Standing Committee arrangements for IDP situations. Lessons learned and good practices will be identified from past and present situations of internal displacement. These will help form UNHCR's approach and build its capacity to deal with situations of internal displacement and the cluster approach. Particular focus will be given to emergency shelter and early recovery clusters, as well as participation in other clusters for which UNHCR does not have the lead role such as logistics, nutrition, education, and health.

The **Emergency Support Service (ESS)** will support the establishment of a collaborative and predictable preparedness capacity that includes inter-agency early warning and contingency planning for UNHCR and its stand-by partners. The aim is to enable the organization to respond to emergencies of up to 500,000 people by the beginning of 2008, by ensuring that staff, equipment and relief items are mobilized within 72 hours of the onset of an emergency.

ESS will also continue to strengthen the Office's security management system. Developing a culture of security that is part of management decisions in all UNHCR operations will be based on an advanced risk management system that improves the security of staff and beneficiaries alike.

The Service will also improve its virtual training on emergency and security issues; and consolidate the management of stand-by arrangements and deployment schemes related to emergency response.

The **Supply Management Service (SMS)** will provide support to field operations in all aspects of the supply chain, including procurement for implementing partners, warehouse management, fleet management, asset management and logistics support. The aim is to deliver goods and services to beneficiaries more effectively and efficiently.

Apart from the Asset Management Unit (AMU) and the Contract Unit, SMS will be relocated in 2008 from Geneva to the new Service Centre in Budapest. The field support services of the SMS will be strengthened by the creation of three regional platforms in Dubai, Pretoria and Beijing. The logistical capacity of the Office will be significantly improved with the creation of 20 new posts under the SMS.

The **Operational Solutions and Transition Section** will provide support on early recovery, transition, reintegration, livelihood, shelter, education, environment, and camp coordination and camp management, as well as on UNHCR's involvement in the cluster approach.

The **Public Health Section** will provide operational support on health, HIV and AIDS, water and sanitation, nutrition, as well as on UNHCR's involvement in the cluster approach.

The **Field Information Coordination and Support Section (FICSS)** will continue to be responsible for registration, statistics and data management. It will, in close consultation with DIPS, ODMS and the Regional Bureaux, consolidate the assessment and analysis of global needs in line with the revised resource allocation framework.

The **Training Unit** will coordinate the delivery of training programmes in liaison with the newly created Programme Budget Service.

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 also 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 Division of International Protection Services provides support to field operations as well as guidance and advice to the Executive Office and regional bureaux management. The restructuring of DIPS, which started in 2006, will be consolidated in 2008 and 2009. The Community Development, Gender Equality and Children Section will be decentralized to bring protection delivery support directly to the field while maintaining a capacity at Headquarters for policy guidance. Training activities and workforce management services of DIPS will also be consolidated and decentralized.

DIPS will work closely with the regional bureaux to bring protection support closer to the point of delivery. The Division will pay increasing attention to the protection needs of IDPs. DIPS will continue to harness synergies with external partners, most notably for protection-related deployment schemes.

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. The Service will ensure that resettlement is fully considered in comprehensive durable solutions agreements, with particular emphasis on addressing protracted refugee situations.

In accordance with UNHCR's global strategic objectives for 2008-2009, the Resettlement Service will expand and diversify its resettlement activities in different operational contexts and improve access for refugees, as well as improve operational standards and coordination of activities. It will seek to deliver a more coherent and predictable resettlement programme that addresses refugees' needs with diligence, integrity and transparency. The Resettlement Anti-Fraud Plan of Action will continue to be implemented to increase the capacity of field offices to eliminate fraud in the resettlement process.

The Resettlement Service will continue to pay specific attention to protracted refugee situations where resettlement can be used strategically to unblock the access to other durable solutions. The Service will engage resettlement countries in signing multi-year multilateral frameworks of understanding to address resettlement needs in some asylum countries.

The **Protection Operations and Legal Advice Section** promotes and develops refugee protection standards through legal analysis, research and development of guidelines. The Section supports the Field and other units at Headquarters in ensuring harmonized application of protection standards. In 2008-2009, the Section will focus on the articulation of protection standards and policies and the timely provision of legal and operational advice to field offices on protection matters.

The **Solutions and Operations Support Section** provides support to field operations in relation to the Office's mandate, legal standards and operational involvement as the lead agency in the protection cluster for IDPs. It will also support the coordination and management of the Global Protection Cluster. It will collect and analyze information on the protection of refugees, IDPs and others of concern; oversee the preparation of the annual protection report; and guide and monitor the protection response within emergencies. The Section will also 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 people, particularly in protracted statelessness situations.

The **Protection Capacity Section** 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. Training activities and tools include those related to IDP protection, targeting both UNHCR and other agencies. In 2008-2009, these activities will be strengthened through decentralizing some of the training functions closer to the delivery points in the field.

The **Community Development, Gender Equality and Children Section** will seek to ensure a multifunctional team approach to mainstreaming age, gender and diversity issues 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 sexual and gender-based violence 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 the 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 the Refugee Status Determination (RSD) Unit. The RSD Unit will increase the capacity of field offices to implement quality RSD procedures. In 2008-2009, SDPIS will support UNHCR's protection role by ensuring access to relevant protection information and by providing guidance to field operations, governments, the judiciary, NGOs and legal practitioners engaged in RSD and other protection-related activities. To improve the quality of decision making and policy analysis, emphasis will be placed on the accuracy, reliability, objectiveness and accessibility of protection information and on the training of staff to correctly apply international standards.

Staff Council

The Staff Council is the representative body for UNHCR staff worldwide. With some 6,400 staff members serving in more than 300 duty stations, ensuring participation of as many staff as possible in examining and resolving staff welfare issues has become a major challenge. In 2008-2009, the Staff Council will seek to increase the number of UNHCR offices that have elected staff representatives.

In 2007, the Staff Council and the High Commissioner agreed to institutionalize staff-management relations throughout the organization. Arrangements for the release of staff to perform staff representational activities were clarified, providing greater transparency and

ensuring better accountability for the conduct of staff-management relations. The High Commissioner also endorsed the recommendations of the Joint Advisory Committee to establish a Staff-Management Consultative Committee. The creation of this Committee

will bring UNHCR's practices in line with those of the United Nations system and support the achievement of a number of UNHCR's Global Strategic Objectives, including the comprehensive reform of human resources management policies.

Budget (USD)							
Divisions / Departments	2007			2008			2009
	Annual Programme Budget	Supplementary Programme Budget	Total	Annual Programme Budget	Supplementary Programme Budget	Total	Annual Programme Budget
Executive Direction and Management							
Executive Office	3,540,831	0	3,540,831	3,762,051	0	3,762,051	3,822,051
UNHCR's office in New York ¹	3,002,256	0	3,002,256	3,106,918	0	3,106,918	3,106,918
Inspector General's Office	3,472,170	0	3,472,170	3,508,633	0	3,508,633	3,568,763
Legal Affairs Section	1,059,612	0	1,059,612	1,168,077	0	1,168,077	1,168,077
Office of the Mediator	404,309	0	404,309	422,667	0	422,667	422,667
Change Management Section ²	759,070	0	759,070	516,425	0	516,425	0
Policy Development and Evaluation Service	980,045	0	980,045	1,110,847	0	1,110,847	1,110,847
Organizational Development and Management Service	2,136,207	0	2,136,207	3,545,109	0	3,545,109	2,830,109
Sub-total	15,354,500	0	15,354,500	17,140,727	0	17,140,727	16,029,432
Division of International Protection Services							
Office of the Director	1,553,299	0	1,553,299	2,224,356	0	2,224,356	2,224,356
Specialized sections	9,454,994	0	9,454,994	8,482,938	0	8,482,938	8,368,712
Sub-total	11,008,293	0	11,008,293	10,707,294	0	10,707,294	10,593,068
Department of Operations							
Division of Operational Services							
Office of the Director	2,465,428	0	2,465,428	2,061,836	0	2,061,836	2,061,836
Specialized sections	5,357,647	213,799	5,571,446	4,676,802	0	4,676,802	4,673,602
Supply Management Service ³	6,122,190	0	6,122,190	3,312,875	0	3,312,875	3,312,875
Sub-total	13,945,265	213,799	14,159,064	10,051,513	0	10,051,513	10,048,313
Regional Bureaux							
Office of the Director - Africa	4,142,190	143,357	4,285,547	4,782,048	0	4,782,048	4,764,298
Sudan / Chad Situation Unit	553,548	2,432,911	2,986,459	1,108,635	0	1,108,635	1,108,635
Desk for West Africa	1,130,569	0	1,130,569	605,712	0	605,712	605,712
Desk for East and Horn of Africa	1,000,792	0	1,000,792	913,416	298,009	1,211,425	913,416
Desk for Central Africa and the Great Lakes	1,276,953	0	1,276,953	805,203	0	805,203	707,755
Desk for Southern Africa	777,467	0	777,467	400,880	0	400,880	400,880
Bureau for the Middle East and North Africa	2,442,944	2,428,972	4,871,916	2,539,572	308,488	2,848,060	2,539,572
Bureau for Asia and the Pacific ⁴	4,636,891	0	4,636,891	4,831,095	0	4,831,095	4,831,095
Bureau for Europe	4,835,680	0	4,835,680	4,114,408	0	4,114,408	4,114,408
Bureau for the Americas	2,090,213	0	2,090,213	2,197,309	0	2,197,309	2,197,309
Sub-total	22,887,247	5,005,240	27,892,487	22,298,278	606,497	22,904,775	22,183,080
Sub-total Department of Operations	36,832,512	5,219,039	42,051,551	32,349,791	606,497	32,956,288	32,231,393

Divisions / Departments	2007			2008			2009
	Annual Programme Budget	Supplementary Programme Budget	Total	Annual Programme Budget	Supplementary Programme Budget	Total	Annual Programme Budget
Division of External Relations							
Office of the Director	839,033	0	839,033	1,175,322	0	1,175,322	1,182,922
Donor Relations and Resource Mobilization Service	3,466,754	0	3,466,754	4,211,700	0	4,211,700	4,211,700
Private Sector and Fund Raising Service	2,315,746	0	2,315,746	1,775,259	0	1,775,259	2,005,749
Communications Service	4,253,666	0	4,253,666	4,539,761	0	4,539,761	4,596,499
Secretariat and Inter-Organization Service	2,065,454	0	2,065,454	2,437,919	0	2,437,919	2,437,919
- NGO Liaison Unit	558,052	0	558,052	28,000	0	28,000	30,000
Records and Archives Section	2,173,274	0	2,173,274	1,481,802	0	1,481,802	1,409,616
- Electronic Document Management	394,734	0	394,734	489,467	0	489,467	577,305
Sub-total	16,066,713	0	16,066,713	16,139,230	0	16,139,230	16,451,710
Division of Information Systems and Telecommunications							
Office of the Director and ICT fixed costs	2,683,278	0	2,683,278	3,004,289	0	3,004,289	3,153,685
Infrastructure and Telecommunication Service	10,868,728	0	10,868,728	8,199,820	0	8,199,820	9,116,082
Business Solutions Service	18,483,174	0	18,483,174	12,060,703	0	12,060,703	9,376,522
Sub-total	32,035,180	0	32,035,180	23,264,812	0	23,264,812	21,646,289
Division of Human Resources Management							
Office of the Director	2,585,508	0	2,585,508	2,497,886	0	2,497,886	2,497,886
Specialized sections	14,926,206	0	14,926,206	14,050,879	0	14,050,879	14,357,835
Joint Medical Service	1,912,017	0	1,912,017	1,971,327	0	1,971,327	1,971,327
Sub-total	19,423,731	0	19,423,731	18,520,092	0	18,520,092	18,827,048
Division of Financial and Administrative Management							
Office of the Controller and Director	1,721,664	0	1,721,664	2,274,875	0	2,274,875	2,274,875
Financial Resources Service	8,291,491	0	8,291,491	7,053,380	0	7,053,380	6,541,409
Audit	3,031,005	485,397	3,516,402	3,193,324	0	3,193,324	3,212,324
UN Finance Division (including security and safety at Headquarters)	3,315,000	0	3,315,000	2,999,500	0	2,999,500	3,000,000
Headquarters running costs ³	9,809,875	0	9,809,875	13,110,242	0	13,110,242	13,567,280
Sub-total	26,169,035	485,397	26,654,432	28,631,321	0	28,631,321	28,595,888
Staff Council	400,381	0	400,381	398,215	0	398,215	400,215
Grand total ⁵	157,290,345	5,704,436	162,994,781	147,151,482	606,497	147,757,979	144,775,043

¹ The budget for UNHCR's office in New York has been moved from North America and the Caribbean to Headquarters in 2007.

² Please refer to the Policy Priorities chapter for a description of the Structural and Management Change Process.

³ General Services Section was moved from the Supply Management Service to Headquarters running during 2007.

⁴ Includes Central Asia and South-West Asia as of 1 January 2007.

⁵ Includes allocations from the UN Regular Budget as follows: USD 34,431,685 in 2007; USD 34,765,603 in 2008; and USD 34,765,593 in 2009.

Note: Divisions and Departments are reported as per UNHCR's structure in 2007.

The Supplementary Programme Budget excludes a 7 per cent support cost that is recovered from contributions to meet indirect costs for UNHCR.