

OPERATIONAL SUPPORT AND MANAGEMENT

| Executive Direction and Management |

The **Executive Office** formulates policy, ensures effective management and oversees UNHCR activities worldwide. It designates corporate and operational priorities in consultation with senior management and endeavors 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, working closely with the Chef de Cabinet.

The **Ethics Office**, established in 2008, ensures that all staff members understand, observe and perform their functions consistent with the highest standards of integrity and fosters a culture of respect, transparency and accountability throughout the organization. The Ethics Office also oversees the policy on protection from retaliation for individuals who report misconduct or who participate in audits, inspections, investigations, inquiries or in the work of the Ombudsman. The Director of the Ethics Office reports directly to the High Commissioner in consultation with the Chef de Cabinet.

The **Inspector General's Office (IGO)** contributes to the effective and accountable management of UNHCR operations by carrying out the following three oversight functions: 1) inspections of the management of UNHCR operations; 2) investigations into possible misconduct by UNHCR personnel; and 3) inquiries into violent attacks on UNHCR personnel and operations, as well as other incidents causing loss or damage to the Office's credibility or assets.

A revised inspection strategy is to be introduced in January 2010. Additional training of IGO staff, as well as non-IGO staff who participate in inspections, will continue, and electronic tools to enhance the analysis of inspection questionnaire feedback have been developed and are being tested. Good practices and recurring findings from inspections will continue to be collated in order to identify trends that require policy review or development.

The Investigations Section and the Legal Affairs Section will continue to work closely, to ensure coordination and consistent application of standards in disciplinary procedures. The IGO will maintain close links with the Ethics Office and with the Ombudsman, to promote alternative approaches to inappropriate behavior which does not amount to misconduct. Finally, the IGO will closely monitor developments related to the introduction of the new UN Internal Justice System, in particular the jurisprudence of the new tribunals, to ensure its procedures and practices meet standards.

The IGO will provide guidance to the Global Learning Centre, which is developing new training modules that include improved understanding of IGO roles and responsibilities and

how good management can more effectively address internal disputes and prevent or deter misconduct. The IGO will continue to carry out ad hoc inquiries when necessary.

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 and allocation 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 Policy Development and Evaluation Service on its programme monitoring and evaluation function; the Legal Affairs Service; and the Ombudsman.

The **Policy Development and Evaluation Service (PDES)** is responsible for the monitoring and evaluation of UNHCR activities in the field and at Headquarters and resulting policy recommendations for the attention of senior management. The Service is further tasked with ensuring that the organization's policies that are not of a legal or doctrinal nature, are coherent and consistent, thereby maximizing the impact of UNHCR's efforts to provide protection and solutions to people of concern.

PDES undertakes and commissions field-based programme evaluations and strategic reviews that provide the Executive Office with high-quality information, analysis, findings and recommendations. In addition to its significantly augmented responsibilities in 2010 for country programme monitoring and evaluation, PDES will structure its work plan around a number of principal themes, which will be addressed in an integrated manner, combining policy development, evaluation and research. The Service reports to the High Commissioner on policy related matters and to the Deputy High Commissioner on its programme monitoring and evaluation functions.

The **Legal Affairs Service (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 in the United Nations system of Administration of Justice. 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

The **Division of Financial and Administrative Management (DFAM)** is charged with stewardship of the financial and material resources of UNHCR. Comprised of the Programme Budget Service (PBS), General Services Section (GSS), the Financial Control Section (FCS), Treasury and the Office of the Controller, the Division ensures an effective internal control framework, optimal use of the resources of the organization, and maintains and improves the financial and accounting systems.

The **Office of the Controller and Director** of DFAM, reporting through the Deputy High Commissioner, are responsible for the management of the financial resources of UNHCR as well as for assisting the High Commissioner and senior management on all aspects of financial management. The Controller's office plays a key role in the ongoing structural reform process, aiming to streamline systems and procedures, rationalize structures, improve cost consciousness and efficiency and fully implement result-based management.

In 2010, DFAM will focus on the following:

- Providing the necessary post-implementation support to Headquarters and the Field to ensure that new policies, procedures and systems relating to the new results-based budget structure are fully and correctly implemented;
- Responding to the audit qualification by the Board of Auditors on the 2008 accounts by conducting a review of the implementing partner monitoring and audit certification processes and policies, in order to formulate alternatives that can be realistically implemented given UNHCR's operational context;
- Continuing the implementation of the International Public Sector Accounting Standards (IPSAS), involving policy development, process rationalization, systems enablement and communication and training;
- Participating in other corporate initiatives, such as the upgrade to Version 9 of MSRP and the development and delivery of financial and administrative management training in close collaboration with the Global Learning Centre, so as to upgrade the financial skills of the organization; and
- Providing post-implementation support to the systems and procedural changes to comply with IPSAS in the areas of inventory, property, plant and equipment and employee benefits.

The **Programme Budget Service (PBS)** is responsible for ensuring the alignment of UNHCR's financial, material and human resources with the organization's objectives. In 2010-2011, the Service will pay particular attention to monitoring the implementation of UNHCR's second biennial budget, and assist in the implementation of results-based budgeting and management, as well as the implementation of the *Focus* application.

The **Treasury Section** is responsible for the safeguarding of cash resources, liquid asset and liability management, foreign exchange and investment management, as well as for coordinating global cash flow requirements. This involves making resource projections, formulating investment and liquidity policies and financial risk management. The section manages a foreign exchange volume equivalent to approximately USD 800 million. The full integration of

UNHCR's global cash flow management within the Treasury Management System, together with a centralized cash management function, will be implemented during 2010. The Treasury Section will further enhance global real-time cash positioning and connectivity to banks worldwide.

The **Financial Control Section (FCS)** is responsible for systems maintenance, support and data processing functions for budget and financial modules of MSRP. During 2010, FCS will continue to provide accurate and timely financial information; build the capacity, skills and knowledge of financial staff; and strengthen implementing partner financial management. FCS will focus on strengthening the quality of financial management and control in the Field and at Headquarters through support and training missions, and by developing additional financial management policies and processes. Together with the Treasury Section, FCS will work towards implementing centralized cash management for all countries in Europe and specific countries in Africa and Asia. The Section will continue to play a key role in the IPSAS adoption project and in providing support for the introduction of the new budget structure.

The **General Services Section** is responsible for UNHCR's building management and security at Headquarters, as well as the administration of travel services for official travel originating at Headquarters. In 2010, GSS will further improve the use of office space at Headquarters. Additional enhancements will be implemented in close cooperation with the *Fondation des Immeubles pour les Organisations Internationales* (FIPOI) and in line with the UNDG environmental and climate change recommendations. Further physical security improvements will be implemented, and the consolidation of storage facilities will allow for better integrated and computerized management of information technology equipment and of UNHCR publications stocks.

The **Audit Coordination Unit** in DFAM is the focal point within UNHCR for all audit matters, interacting with both the internal and external auditors. The Unit reviews audit reports and responses, pursues action requiring follow-up and highlights issues of concern or potential risk to the organization. The Audit Coordinator acts as the secretary of the Oversight Committee within UNHCR and provides expert advice on audit-related matters.

The United Nations **Office of Internal Oversight Services (OIOS)** provides internal audit services to UNHCR. OIOS has its headquarters in New York and offices in Geneva and Nairobi. Resident auditors are located in major UNHCR operations. OIOS conducts internal audit assignments and assists the High Commissioner in fulfilling his management functions. It also acts as an oversight mechanism to ensure the proper use of UNHCR's resources, the safeguarding of assets, the reliability and integrity of financial and operational systems and compliance with rules and regulations.

The OIOS annual audit plan is based on a risk assessment of UNHCR's operations. Given the continuous nature of the risk assessment process, OIOS will include UNHCR's internal and external environments, as well as ongoing structural and change management initiatives in the planning of the audits to be conducted in 2010 and beyond. This will be complemented by the development of analytical tools and quality assurance procedures to improve the delivery of targeted recommendations to mitigate and reduce risks identified during the audits.

The **UN Board of Auditors** is the external auditor for UNHCR and performs a yearly financial audit of UNHCR's accounts, in

conformity with the International Standards on Auditing, and provides an audit opinion on the financial statements. The auditors also perform management audits on a variety of themes each year.

◦ *Division of External Relations*

The **Division of External Relations (DER)** mobilizes public and financial support for UNHCR to enable it to meet its global responsibilities for refugees and others of concern to the Office. This entails communicating coherent, consistent and convincing information on UNHCR's purposes, needs and achievements. It also requires innovative approaches to resource mobilization from governments, the United Nations, other international and regional bodies, and private sources.

DER is responsible for external and internal communications, public and private fund raising, public relations, archives and records management, the servicing of the Executive Committee (ExCom) and its annual meeting cycle, and managing UNHCR's relationships with UN governance structures as well as its global partnerships with NGOs and other UN and international agencies.

To achieve its goals, UNHCR seeks to differentiate itself from other humanitarian actors. The **Office of the Director** will aim to position UNHCR as the pre-eminent international organization for protecting, assisting and finding solutions for refugees and other persons of concern. In this regard, UNHCR must utilize effectively its authoritative voice on international protection and other issues related to forced displacement; partner with UN agencies as well as other governmental and non-governmental organizations; and achieve concrete results in the field. DER is developing more strategic and results-oriented external relations functions and responsibilities, reconfiguring the Division's structure and providing modern communications tools.

The **Private Sector Fund Raising Service (PSFR)** will continue its efforts to diversify the organization's funding base. These efforts will focus 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 2012. To achieve this target, the organization is increasing its investment in private sector fund-raising activities. PSFR has established a capital fund, the Income Growth Fund, through which UNHCR invests in fund-raising programmes that are managed by offices and national associations. The Fund enables PSFR to launch fund-raising activities in new and high potential fund-raising countries. PSFR has a decentralized regional structure that supports private sector fund-raising activities. To diversify its funding sources, PSFR will continue to expand its partnerships with corporations and foundations at the international and national level.

The **Donor Relations and Resource Mobilization Service (DRRM)** is responsible for relations with governmental donors 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, donor consultations as well as operational briefings for donors based in Geneva and capitals worldwide. The Service publishes the annual Global Appeal and Global Report, as well as individual appeals or reports required. 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 2010, DRRM will strengthen UNHCR's field capacity to mobilize funds and develop donor relations in support of locally and centrally allocated contributions. The Service will also seek to broaden UNHCR's donor base by exploring opportunities from new funding sources, including from countries that do not traditionally contribute to UNHCR.

The **Secretariat and Inter-Agency Service (SIAS)** services UNHCR's Executive Committee, and acts as the focal point for the Office's collaboration with the UN coordination bodies, NGOs and other stakeholders. The High Commissioner's Dialogue has become a major annual event also requiring dedicated services by the Secretariat. Through a new format for the annual consultations with NGOs, the Service aims to give participants a better opportunity to focus on UNHCR's operations and challenges. Additional resources will allow the participation of key NGO partners from developing countries. SIAS will continue to participate in inter-agency coordination fora and bilateral discussions with UN entities, international organizations and NGOs.

DER will take all possible measures to ensure that the strategic priorities, achievements and constraints of the organization are effectively communicated to the public at large, governments, NGOs, other UN entities and private actors. The Communications Group (CG) launched the new official UNHCR website in June. A migration of local and regional sites is expected in 2010. Internal communications activities were expanded through the intranet taking into account results from the Global Staff Survey. The Communications Group made considerable progress on a global branding exercise for the organization. In addition, it continues with its core work of strengthening UNHCR's presence in the public eye through its daily interaction with major media. The CG is working more strategically with UNHCR Goodwill Ambassadors so their contributions reinforce UNHCR priorities and an effort is underway to give two key UNHCR annual events, World Refugee Day and the Nansen Refugee Award, a higher profile.

In 2010, the **Records and Archives Section (RAS)** will introduce information-sharing tools in four additional regional offices to expand use of the Livelink document management tool. The Section will also seek to ensure that field offices comply with a new record keeping policy.

◦ *Division of Human Resources Management*

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 learning, medical services and staff welfare.

In 2010, the **Career Management Support Section (CMSS)** will provide individual career counselling and support to staff members on how to use their skills and competencies to meet the changing needs of the organization. Staff members will receive counselling and information on availability of missions, temporary assignments, possible secondments, and procedures for accessing these options. The fast-track staff reassignment model will continue to be used for emergency operations. A mentoring programme will be launched in 2010 for newly recruited staff. CMSS will monitor implementation of the new Performance Appraisal and Management System (PAMS). The **Recruitment and Postings Section and CMSS** will engage in

consultations with staff and managers to match people so that vacant positions are properly filled in timely manner. UNHCR currently has 106 JPOs on assignments and expects to recruit a further 25 JPOs in 2010, as some of the current group come to the end of their contract.

The **Personnel Administration and Payroll Section (PAPS)** aims to streamline HR processes to ensure that staff benefit from all entitlements in accordance with UN staff rules and that payroll functions efficiently in full respect of financial rules. In 2010, PAPS will design policies to improve working conditions in the Field, contributing to a better balance between professional and personal life; provide clear HR information to staff through user-friendly booklets on entitlements and benefits; strengthen the use of the PeopleSoft HR Module through staff training; and boost oversight mechanisms on HR transactions.

Following the launch of the Policy on Employment of Persons with Disabilities, DHRM is planning a pilot project and training for managers. In 2010, DHRM will continue ensuring the implementation of UNHCR's policy to achieve gender equity in the organization, including provisions for equal promotions for deserving women and men, as well as favourable women-to-men ratio on recruitment. The "Gender and Diversity Scorecard", an intranet-based tool to make gender and diversity statistics available to all staff, will increase transparency and accountability within the organization. A senior-level gender task force, chaired by the Deputy High Commissioner, will continue to review the status of the implementation of UNHCR's gender policy.

In 2010, the **Staff Welfare** Section will emphasize Field operations with high security challenges. In addition to trauma interventions, the team will focus on finding strategies to build resilience of staff. A pilot project for training human resources officers and managers to support colleagues during crises will be launched. Implementation of the minimum standards for HIV in the workplace by 2011 will take place through active collaboration with UN Cares.

In 2010, the **Medical Service** will strengthen the management and reporting of all medical records for UNHCR staff through Medgate, a web-based system. This system, which has necessary confidentiality and data protection features, will include a link between the medical histories of staff members and MSRP Human Resources. Medgate will benefit the work of the Medical Service by generating important statistical data needed to monitor and maintain the health and safety of all UNHCR staff members.

UNHCR continues to offer voluntary separation to staff on a case-by-case basis. DHRM is working to place all staff members on established positions. The salary costs of staff members who, pending a regular assignment, are fulfilling temporary needs of the organization, are being accounted for and distinguished from those staff members who are not working at a given point in time.

As part of the reform of the Division, the Staff Development Section was transformed into a **Global Learning Centre (GLC)** and relocated to Budapest. A unified learning structure was created with a Governance Board, a Learning-Management System, increased resources and institutionalized links between training and career planning. The GLC consolidates learning in UNHCR and ensures more cost-effective programmes. The computer-based Learning Management System software has been purchased and will be operational by 2010. The Learning for Career Path project will be completed in 2010 and will guide staff in learning activities

to strengthen performance in their current post or to assist in preparing for a functional career shift.

• *Staff Council*

The Staff Council is the representative body of UNHCR staff worldwide and its mandate is to safeguard the rights of UNHCR staff members, promoting and defending their interests, ensuring that the conditions of employment and work are in conformity with UN staff regulations. The Staff Council provides a channel of communication between the staff and management.

In 2010, the Staff Council will focus on improving communication and consultation with Field and Headquarters staff, ensuring that relevant stakeholders, including management, as well as advisory and decision-making bodies are aware of staff concerns. This objective is particularly relevant in the context of the ongoing reform of Human Resources Management.

The Council will review its statutes to improve field participation in its governance bodies, and reinforce the new electronic voting procedures put in place in 2009.

• *Division of Information Systems and Telecommunications*

The new strategic IT applications and their supporting infrastructure now constitute the information backbone of UNHCR and are a key tool for UNHCR's reform processes. The **Division of Information Systems and Telecommunications (DIST)** is responsible for the functioning of strategic systems, ensuring that they are properly supported, have high availability and continue to evolve. DIST continues to refine its ICT Strategy with a view to securing and increasing the benefits from its investments in information systems and communications infrastructures. Several strategic initiatives identified in an OIOS ICT audit will continue to be implemented in 2010 and 2011, including the introduction of ICT security functions and further strengthening of the ICT Governance.

ICT Services are being restructured, which will improve DIST support in the Field through the reinforcement of a decentralized structure and the creation of a field based ICT hub. Decentralization, outposting and outsourcing will continue in 2010, and new functions will be introduced for improving ICT systems security, management of services delivered, user coordination, project management and global presence.

A key initiative in 2010 will be the integration of MSRP with the *Focus* results-based management tool. DIST will also support the technical requirements related to IPSAS implementation. In 2010-2011, the MSRP (PeopleSoft) system will be upgraded. Remaining MSRP support staff will be relocated from Geneva to the Global Service Centre. The organization continues to leverage the benefits from the original investment in UNHCR's standard global registration system, *proGres*, currently deployed in 74 countries. UNHCR also supports the use of *proGres* by selected government partners. A new version of *proGres* (V3) is being deployed globally in 2009 and 2010, providing enhanced functionality to operations particularly in the areas of registration and data security.

The deployment of an enterprise-wide Web Content Management System (WCMS) and the migration of the UNHCR intranet is providing users with easy and secure access to up-to-date information globally, while enabling decentralized

publishing of content and integration of information held in the various portals within and outside UNHCR. In 2010–2011, further enhancements are planned, with the introduction of social collaboration tools and other portals.

The *Focus* team will deliver additional functionalities, especially in the *Global Focus* module, including ad hoc reporting on operations and budgets.

In 2010–2011, planned innovations include the development of a new PC desktop platform, enhancement of wi-fi networks and video conferencing facilities at Headquarters and the Field, underlying infrastructure upgrades and secure remote access to the HQLANs.

○ Organizational Development and Management Service

Reporting to the Deputy High Commissioner, the Organizational Development and Management Service (ODMS), will be responsible for monitoring the implementation of UNHCR's structural and management change process launched in February 2006 and concluded in October 2009. ODMS will give particular emphasis to assessing UNHCR's transition to results-based management as well as its decentralized approach to managing operations through delegated authorities and regional platforms. Relying on internal consultation and dialogue with other entities, ODMS will also maintain a strategic overview of UNHCR's system of management and organizational design, and will lead overarching structural reviews as necessary. ODMS will be the custodian of corporate management tools and guidance such as the Global Management Accountability Framework and Chapter 2 of UNHCR's Manual, and will oversee the Canadian Consultancy Management Initiative.

| Assistant High Commissioner (Operations) |

The **Assistant High Commissioner (Operations)** will oversee the five Regional Bureaux responsible for field operations in Africa; the Americas and Caribbean; Asia and the Pacific; Europe; and the Middle East and North Africa, ensuring coherence and consistency in the implementation of the organization's policies across regions. The work of the Bureaux is covered in separate chapters of the Global Appeal. In addition, the Assistant High Commissioner will supervise the functioning of the Division of Emergency, Security and Supply (DESS) and the Division of Programme Support and Management (DPSM) to ensure their delivery of effective and timely support to field operations. As newly constituted Divisions, particular attention will be given to the establishment of their structures and their linkages to other functional units at Headquarters to strengthen coordination between protection and other operational activities. The Assistant High Commissioner will also pursue the improvement of capacities to meet increased challenges in operating environments.

○ Division of Programme Support and Management

Leading UNHCR's full transition to a results-orientation, the **Division of Program Support and Management** will facilitate improvements in the quality of programmes so that their impact on persons of concern is maximized and aligned with the organization's global priorities. To this end, the Division will:

- Guide the assessment, design and implementation of programmes to ensure a results-orientation, adherence to global standards and technical integrity.
- Lead the process of setting UNHCR's global strategic priorities;
- Contribute to policy development, set or influence global standards for operations, and provide guidance to operations in key sectors of assistance;
- Develop, maintain and update UNHCR's results-based management software, *Focus*, as well as related tools and methodologies.
- Provide input into the resource allocation process at headquarters through an advisory role;
- Support operations with data collection and ensure the systematic analysis and dissemination of data to inform strategic planning and programme management; and
- Strengthen strategic partnerships and support operations in managing partnerships and planning with others.

The **Programme Analysis and Support Section** will oversee UNHCR's results-based programme management system, enabling the organization to prioritize its interventions and to make effective use of available resources. The section will ensure global consistency and adherence to the organization's policies, priorities, standards and instructions; analyse operations (including the activities implemented by partners) with a view to determining trends, targeting and prioritizing interventions across regions, and providing advice and recommendations to the AHC (Operations); manage the programmatic aspects of global partnerships; and support operations in managing partnerships and planning with others.

The **Focus** team will continue to manage and develop *Focus* to maximize its use as UNHCR's primary programme management tool. Working closely with other entities at headquarters, the project team will ensure the compatibility and integration of *Focus* with the organization's other major software and tools. It will furthermore guide efforts to capacitate the field in harnessing the full potential and benefits of *Focus*.

The **Field Information and Coordination Support Section** supports operational data management systems necessary for the planning, management and delivery of protection, assistance and solutions. This includes data about people and populations of concern, standards and indicators, geographical and spatial information, case management, and camp coordination and camp management practices.

The **Operations Solutions and Transition Section (OSTS)** supports field operations and regional Bureaux in the following areas: reintegration and local integration, livelihoods, environment, shelter, physical planning and the emergency shelter cluster. OSTs manages partnerships with development actors, and works to link UNHCR's humanitarian and relief interventions with long-term development programmes. It promotes relief-development linkage in transition situations, including through the Cluster Working Group of Early Recovery (CWGER), the undg/ECHA Transition Working Group, the Peacebuilding Support Office and other partner networks.

The **Public Health and HIV Section** provides technical support to country operations and works closely with other international bodies to formulate sound and efficient public health and protection policies and programmes. To ensure that public health programmes are implemented effectively, the Section

provides services in the following areas: essential public health services, HIV and AIDS, malaria control, nutrition and food security, reproductive and child health, assistance to victims of sexual and gender-based violence, mental health, water, sanitation and hygiene promotion and epidemic/pandemic preparedness and response.

• *Division of Emergency, Security and Supply (DESS)*

The **Division of Emergency, Security and Supply (DESS)** was created in 2009, to strengthen UNHCR's ability to respond to emergencies and service field operations with effective support in security and supply chain management in a timely, effective and efficient manner. Building on the organization-wide structural and management change process and following an in-depth external evaluation and internal review of UNHCR's supply chain management, DESS combines three entities: the Emergency Preparedness and Response Section (EPRS) and the Field Safety Section (FSS) in Geneva, as well as the Supply Management Service (SMS) in Budapest.

DESS is responsible for continuously building and improving capacities to meet emerging challenges. In this regard, the Division will work on strengthening the Office's security management system in order to improve the security of its staff and beneficiaries. DESS is also responsible for ensuring the necessary development of supply chain management and directly related processes with the overall aim of becoming the centre of excellence in providing world-class Supply Chain Solutions in support of UNHCR's mandate and achievement of its Global Strategic Priorities.

There is considerable interaction between EPRS, FSS and SMS, in particular in situations of emergencies. The new division will enhance the linkages and maximize existing synergies and cooperation between the three entities, to ensure that resources are effectively utilized, operational processes clearly defined and the specific and joint expertise of EPRS, FSS and SMS optimally employed.

The **Emergency Preparedness and Response Section (EPRS)** manages UNHCR's global capacity to respond to emergencies, and is responsible for advising and assisting country operations in their preparedness and response measures. These include early warning, information analysis and contingency planning support for countries, regions and bureaux; maintaining and deploying a surge capacity of trained staff; including those of external standby partners; providing essential non-food items and critical operational support equipment from the Central Emergency Stockpile; and any other emergency services that enable the organization to rapidly respond through initial interventions required for a sudden-onset humanitarian emergency directly impacting up to 500,000 people.

[For a detailed overview of emergency preparedness and response, please refer to page 107.]

The priority of the **Field Safety Section (FSS)** is to continue to strengthen the management and response to the security needs of both the organization and persons of concern. As effective security management increasingly depends more and more on the ability to conduct comprehensive programme assessments and weigh residual risk, FSS is looking beyond physical protective measures to focus more on risk assessment, information gathering and analysis. In 2010-11, FSS will also work to improve security governance including through the new senior-level Security Steering Committee, which reviews security and programmes together in operations where staff are

judged to be at high risk. The period will also see an increase in adapted security training for Field Safety Advisers, managers and staff, along with improved mechanisms for security budgeting. UNHCR undertakes to ensure that all office premises and operating procedures comply with the security standards agreed by the UN Security System, a process that FSS will monitor and analyse through an improved reporting system and database.

[For a detailed overview of field safety and security please see page 107.]

The **Supply Management Service (SMS)** works to assure the consistent and cost-effective delivery of high-quality products and services to beneficiaries and offices. UNHCR has set out to be the most reliable provider of humanitarian assistance in situations involving forced displacement. Implementing new supply chain strategies, SMS will simplify processes to provide efficient support in emergencies, delivery of non-food items and stock management using its support structure to manage systems and tools and globally monitor UNHCR's supply chain activities. In 2010-2011, SMS will use an integrated approach to supply chain management by forecasting global supply chain needs; securing the procurement of goods and services through long-term agreements with suppliers; enhancing logistics support in emergencies and regular operations in the Field; and by ensuring an efficient management of warehouses, fleet and assets. It will monitor effective delivery and distribution for UNHCR beneficiaries as part of the implementation of International Public Sector Accounting Standards (IPSAS).

| *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 further development and implementation of the 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. While continuing to oversee progress with the High Commissioner's special initiative to reinvigorate the search for solutions to protracted refugee situations, the Assistant High Commissioner (Protection) will take on oversight responsibilities for the roll-out of UNHCR's urban refugee policy and the preparations for the 60th anniversary of the Office.

• *Division of International Protection Services*

The **Division of International Protection Services (DIPS)** supports field operations through the provision of operational guidance, legal advice and direct support missions. It also provides advice and support to the Executive Office and to the Regional Bureaux at Headquarters. DIPS is composed of five substantive sections and one unit. As with other headquarters entities and field offices, various changes designed to make the Office more effective in the delivery of protection and assistance will be implemented in the period from 2009 to 2011. This will result in an alteration of structures and a reorientation of activities based on an analysis of the external environment and challenges in the field of international protection. In the intervening period, DIPS, as currently constituted, will continue to work closely with the regional bureaux and regional protection hubs to bring

protection support closer to the point of delivery. The Division will, in addition, pay even greater attention to the needs of stateless people, returnees and IDPs and will continue to harness synergies with external partners, most notably for protection deployment schemes.

The **Protection Delivery and Support Section (PDSS)** will continue to develop policies and tools to reinforce IDP operational responses in the area of protection, and will host the support cell of the Global Protection Cluster. More generally, the Section will focus on protection oversight and protection reporting, in close cooperation with the Inspection Service and the Division of Programme Support and Management in order to strengthen protection performance and impact at field levels. In the area of protection staffing, the Section will assist operations through surge capacity deployments and the dissemination of the protection staffing benchmark tool to assist managers in setting appropriate staffing levels and profiles to respond to their operational challenges.

In the context of UNHCR's corporate commitment to age, gender and diversity mainstreaming (AGDM), the **Community Development, Gender Equality and Children Section (CDGECS)** will continue to play a catalytic role to ensure that: 1) the responsibility in implementing AGDM strategy is assumed across the organization; 2) AGDM is fully incorporated into organizational initiatives and undertakings; and 3) management accountability is firmly established in implementing the strategy. Furthermore, the Section will continue to provide technical guidance for the Field on working with communities to achieve gender equality; women's self-reliance; the development of integrated sexual and gender-based violence prevention and response programmes; and the promotion of children's participation and use of comprehensive child protection systems. AGDM will be further promoted through inter-agency and NGO networks. The Section will also manage community services and child protection staff deployments, and will build capacity to mainstream age, gender and diversity in UNHCR policies, guidelines and training.

The **Statelessness Unit** will support field operations to implement the statelessness components of operational plans developed on the basis of the comprehensive needs assessment. The Unit will help operations to identify, prevent and reduce statelessness, as well as to protect stateless people, particularly in protracted statelessness situations. In so doing, the Unit will seek additional cooperation with States, other agencies and civil society. Identification of gaps and good practices in conjunction with governments will be pursued through a series of regional strategy meetings. The Unit will further enhance staff and partner capacity through a thematic protection learning programme and an e-learning induction programme. The Unit will also continue to develop general guidance on statelessness, provide advice on legislation and individual cases, and promote

accession and implementation of the Convention relating to the Status of Stateless Persons and the Convention on the Reduction of Statelessness.

The main strategy of the **Protection Policy and Legal Advice Section (PPLAS)** in 2010-2011 will be: i) to achieve consistent, predictable and credible protection policies and responses by ensuring that UNHCR remains a reliable partner and leading authority on legal matters in the area of forced displacement, and by providing governments, international organizations and the legal community with guidance on protection issues and policies; and ii) to strengthen and advance the protection of refugees, asylum-seekers, IDPs and other persons of concern to UNHCR by developing international law and standards in the area of forced displacement, and by positively influencing the implementation of protection policies and standards.

The core function of the **Resettlement Service** will continue to be to provide policy and procedural guidance, monitor field operations and analyse trends to inform strategic directions. The Service will continue to assist field offices and regional bureaux to expand and diversify resettlement activities in different operational contexts; and to improve access for refugees as well as 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, transparency and accountability. In 2010-2011, the Service's key strategic directions will be to: (i) address the unmet resettlement needs through increased resettlement opportunities and effective management of the global resettlement programme; (ii) ensure the strategic use of resettlement as part of comprehensive durable solutions efforts, particularly in protracted refugee situations; and (iii) ensure that resettlement programmes are needs-based, non-discriminatory and achieve successful integration outcomes.

The **Status Determination and Protection Information Section** is comprised of the Refugee Status Determination (RSD) Unit and the Protection Information Unit, with a Senior Legal Officer dedicated to related specialized activities. With a view to improving the quality and efficiency of UNHCR mandate RSD procedures and to achieving greater organization-wide consistency in RSD procedures and decisions, the RSD Unit supports operations in the Field by providing general guidance and setting standards, deploying RSD experts, and training and capacity building. The Protection Information Unit supports and enhances UNHCR's protection role by drafting, reviewing and publishing eligibility guidelines; ensuring access to relevant protection information; supporting and providing procedural guidance to UNHCR's field operations, governments, the judiciary, NGOs and the legal practitioners engaged in RSD and other protection-related activities. The Section will continue these support activities in 2010 - 2011.

UNHCR'S BUDGET AT HEADQUARTERS (USD)

Divisions / Departments	2009 ¹	2010	2011
EXECUTIVE DIRECTION AND MANAGEMENT			
Executive Office	3,716,007	3,756,316	3,756,316
New York Office	2,713,284	3,087,999	3,087,999
Inspector General's Office	3,752,855	3,662,051	3,662,051
Legal Affairs Section	1,282,580	1,255,157	1,255,157
Office of the Ombudsman	444,515	432,766	432,766
Ethics Office	436,843	425,249	425,249
Policy Development and Evaluation Service	1,171,845	1,150,983	1,150,983
Organizational Development and Management Service ²	7,566,570	5,658,173	5,658,173
Subtotal	21,084,499	19,428,694	19,428,694
DIVISION OF EXTERNAL RELATIONS			
Office of the Director	1,288,479	981,419	981,419
Donor Relations and Resource Mobilization Service	4,165,329	4,141,858	4,141,858
Communications Group	4,614,278	4,935,197	4,935,197
Private Sector Fund Raising Service	2,098,308	2,077,242	2,077,242
Secretariat and Inter-Agency Service	2,603,655	2,420,189	2,420,189
Record and Archives Section	1,746,050	1,699,026	1,699,026
Public Information shop	215,000	0	0
Subtotal	16,731,099	16,254,931	16,254,931
DIVISION OF INTERNATIONAL PROTECTION SERVICES			
Office of the Director	2,817,826	2,748,032	2,748,032
Specialized sections	8,086,031	7,363,735	7,363,735
Subtotal	10,903,857	10,111,767	10,111,767
DEPARTMENT OF OPERATIONS			
Division of Programme Support and Management			
Office of the Director	2,279,417	1,879,491	1,879,491
Field Information and Coordination Support	2,587,698	2,559,519	2,559,519
Training Unit	252,312	0	0
Subtotal	5,119,427	4,439,010	4,439,010
Division of Emergency, Security and Supply³			
Office of the Director	284,106	951,072	951,072
Supply Management Service ⁴	1,031,920	198,274	198,274
Subtotal	1,316,026	1,149,346	1,149,346
Regional bureaux			
Bureau for Africa	9,343,194	8,904,564	8,904,564
Bureau for the Middle East and North Africa	5,153,857	3,985,070	3,985,070
Bureau for Asia and the Pacific	4,441,523	4,171,557	4,171,557
Bureau for Europe ⁵	3,260,340	5,606,288	5,606,288
Bureau for the Americas	1,517,233	1,401,854	1,401,854
Subtotal	23,716,147	24,069,333	24,069,333
Subtotal Department of Operations	30,151,600	29,657,689	29,657,689

<i>Divisions / Departments</i>	2009 ¹	2010	2011
DIVISION OF INFORMATION SYSTEMS AND TELECOMMUNICATIONS			
Office of the Director and ICT fixed costs	3,341,856	3,230,624	3,230,624
Infrastructure and Telecommunications Service	9,480,238	8,804,377	8,804,377
Business Solutions Service	8,598,975	8,208,521	8,208,521
Subtotal	21,421,069	20,243,522	20,243,522
DIVISION OF HUMAN RESOURCES MANAGEMENT			
Office of the Director	2,814,348	1,793,563	1,793,563
Specialized sections	7,462,127	7,500,135	7,500,135
Medical Service and Medical Emergency	2,494,926	2,008,604	2,008,604
Subtotal	12,771,401	11,302,302	11,302,302
DIVISION OF FINANCIAL AND ADMINISTRATIVE MANAGEMENT			
Office of the Controller and Director	3,070,058	2,512,497	2,512,497
Financial Resources Service	3,661,550	3,570,234	3,570,234
Audit	3,874,047	3,771,859	3,771,859
UN Finance Division (including security and safety at HQ)	2,983,780	2,615,812	2,615,812
Headquarters running costs	12,055,580	11,999,306	11,999,306
Subtotal	25,645,015	24,469,708	24,469,708
GLOBAL SERVICE CENTRE (BUDAPEST)			
Management Unit	1,284,713	965,701	965,701
DPSM - Field Information & Coordination Support	95,910	126,662	126,662
DFAM - Finance and Control Section (including IPSAS budgets)	3,196,284	2,407,677	1,944,141
DESS - Supply Management Service ⁴	4,109,703	3,783,153	3,783,153
DESS - Office of the Director	0	203,748	203,748
Division of Human Resources Management	5,893,825	4,412,516	4,412,516
Division of Information Systems and Telecommunications	2,556,510	1,824,258	1,824,258
Global Learning Centre	4,106,842	4,607,247	4,607,247
Subtotal	21,243,787	18,330,962	17,867,426
Staff Council	438,819	421,380	421,380
Total⁶	160,391,146	150,220,955	149,757,419

¹ Includes supplementary programme requirements of USD 3,849,000.

² Includes the Focus project, which will move to the Division of Programme Support and Management in 2010.

³ The Division of Emergency, Security and Supply was created 1 July 2009.

⁴ The Supply Management Service has been transferred to the new Division of Emergency Security and Supply as of 1 July 2009.

⁵ Includes the Director's Office in Brussels and the Liaison Office in Strasbourg.

⁶ Includes allocations from the UN Regular Budget: USD 45,111,200 for 2009 and USD 81,005,500 for 2010-2011.

UNHCR'S BUDGET FOR GLOBAL PROGRAMMES (USD)

Activities	2009 ¹	2010	2011
OPERATIONAL ACTIVITIES			
Avian and human influenza	2,282,389	0	0
Education projects	6,578,166	2,459,800	2,459,800
Emergency-related projects	3,845,881	2,130,030	2,130,030
Global clusters (IDP programmes)	6,513,671	0	0
Health-related projects (HIV and AIDS, anaemia, water and sanitation)	8,354,678	1,923,610	1,923,610
Linking humanitarian assistance to longer-term development	154,816	151,720	151,720
Refugee women, children and adolescents	845,608	392,000	392,000
Promotion of refugee law and advocacy	261,961	266,521	266,521
Protection and voluntary repatriation	5,151,588	2,617,484	2,617,484
Public information and media projects	23,130,855	18,235,261	18,235,261
Improving life-sustaining sectors	409,340	430,553	430,553
Registration	450,000	400,000	400,000
Research, evaluation and documentation	322,922	316,464	316,464
Resettlement projects	6,124,817	2,342,580	2,342,580
Environment	456,200	447,076	447,076
Training-related projects	1,022,016	407,000	407,000
Miscellaneous	6,082,080	1,499,964	1,499,964
Subtotal	71,986,988	34,020,163	34,020,163
PROGRAMME SUPPORT ACTIVITIES			
Division of External Relations			
Private sector fund raising - investment funds and activities	2,574,596	2,258,058	2,258,058
Division of International Protection Services			
Resettlement field support	129,706	29,400	29,400
Global clusters (IDP programmes - field support)	272,143	0	0
Division of Information Systems and Telecommunications	8,453,146	13,221,767	9,721,767
Division of Programme Support and Management			
Technical support to the Field	4,294,024	4,055,229	4,055,229
Avian and human influenza emergency - field support	1,157,497	0	0
Global clusters (IDP programmes - field support)	761,982	0	0
Division of Emergency, Security and Supply			
Emergency Preparedness and Response Section ²	3,476,368	3,522,462	3,522,462
Field Safety Section and Security - field support ²	9,403,668	7,259,041	7,259,041
Supply Management - field strengthening and support ³	1,040,616	3,631,556	3,631,556
Division of Human Resources Management			
Training of UNHCR staff	7,514,427	8,424,044	8,424,044
Special staff costs and voluntary separation	23,896,742	18,000,000	18,000,000
Subtotal	62,974,915	60,401,557	56,901,557
Total	134,961,903	94,421,720	90,921,720

¹ Includes supplementary programme requirements of USD 7,162,548.

² The Emergency Security Service has been transferred to the new Division of Emergency, Security and Supply as of 1 July 2009.

³ Supply Management includes field strengthening activities and the support office in Dubai.