

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 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 also reports to the High Commissioner; however functional oversight is exercised by the two Assistant High Commissioners.

In 2008, an **Ethics Office** was established to ensure that all staff members understand, observe and perform their functions consistent with the highest standards of integrity as well as to foster a culture of ethics, respect, transparency and accountability. A key responsibility of the Ethics Office will be to implement the recently issued policy on protection of individuals who report misconduct or who participate in audits, inspections, investigations, inquiries or in the work of the Mediator's Office against retaliation of any kind. The Director of the Ethics Office reports directly to the High Commissioner.

The **Inspector General's Office (IGO)** contributes to the management of UNHCR's operations by carrying out the following three core oversight functions: 1) performing standard inspections of operations; 2) performing investigations of possible misconduct by UNHCR personnel; and 3) performing 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.

IGO inspections bring about changes in the overall management of UNHCR's operations. In addition to standard inspections, incipient management problems are addressed through *ad hoc inspections*. As part of its efforts to ensure that inspection recommendations are implemented in a timely manner, the IGO follows up on inspection recommendations until they are deemed to have been fully implemented. Compliance missions are included in the annual inspection programme. In 2009, the IGO is introducing a new electronic survey instrument, enabling more detailed feedback to operations managers and their teams prior to departing from the inspected operation. This tool will improve

transparency and facilitate the identification of trends that could benefit from policy review.

In 2009, the IGO will train additional staff to investigate misconduct through its revised Investigation Learning Programme. This training will increase the support from field-based staff in investigations. During the next two years, the IGO aims to reinforce its capacity to undertake computer-based fact finding. The delegation of authority for discipline of staff members has prompted the IGO, the Division of Human Resources Management and the Legal Advice Section to work closer together to monitor the disposition of cases after their investigation is concluded. This is also to prepare for the integration of UNHCR's investigative and disciplinary mechanisms into the new UN Justice System which will be introduced in 2009. In this respect, the IGO's Investigation Unit will continue to ensure coordination and consistent application of standards. The reform of the UN Justice System also requires UNHCR to review internal procedures during 2009 and 2010, in order to ensure that the standard of its reports meet any new evidentiary standards of tribunals composed of professional judges. The IGO will maintain close links with UNHCR's informal conflict resolution mechanisms such as the Mediator and the Ethics Office. These links promote solution-oriented approaches to inappropriate behaviour that does not amount to misconduct.

The **Policy Development and Evaluation Service (PDES)** is located in the High Commissioner's Office and works closely with the Assistant High Commissioners for Operations and Protection. The Service is responsible for the formulation of global policies on crosscutting operational issues, manages UNHCR's evaluation function, and undertakes and publishes research on refugee, humanitarian and migration issues. The primary objective of the Service is to bring greater effectiveness and efficiency to the Office's operations and to ensure that the organization's policies are coherent and consistent, thereby maximizing the impact of UNHCR's efforts to provide protection and solutions to people of concern.

In 2009, PDES' work will be structured around a number of principal themes: refugee protection in the context of international migration and mixed movements of people; UNHCR's role in the return and reintegration of displaced populations; protracted refugee situations; humanitarian action in urban areas; the implications of humanitarian and United Nations reform for the work of UNHCR; climate change, natural disasters and forced displacement; and UNHCR's accountability to its

beneficiaries. The Service will address these themes in an integrated manner, combining policy development, evaluation and research.

In addition, the Service will take further steps to strengthen UNHCR's policy development and evaluation function. This objective will be pursued by providing appropriate training to staff, by reviewing and reinforcing UNHCR's evaluation policy and procedures, and by enhanced cooperation with the evaluation units of other humanitarian organizations. The Service will continue to make use of innovative evaluation methodologies and to work in accordance with the principles of independence, transparency, integrity and consultation.

UNHCR's office in New York seeks to ensure that displacement issues are on the agenda of United Nations proceedings in New York and that the needs and priorities of refugees, internally displaced persons, stateless persons and other populations of concern are taken into account in all relevant UN New York decision-making fora. The New York office will continue to give priority to the discussions in the UN Security Council, particularly those relating to countries where there are UN peacekeeping or peacebuilding operations. 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 private sector in New York.

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 Office for Organizational Development and Management; the Legal Affairs Section; and the Mediator.

In April 2008, the **Office for Organizational Development and Management (ODM)** absorbed the Structural and Management Change Team, thereby assuming the lead role in coordinating the reform process. ODM is better positioned to ensure the necessary follow-up once the current reform process is

complete. It will continue to monitor and assess the organization's need and capacity for change, while also ensuring that new initiatives are consistent and coherent with UNHCR's objectives and priorities.

Through the ongoing reform, UNHCR is reducing bureaucracy in all aspects of its work. In March 2008, an expert consultancy surveyed 50 country programmes and some 30 NGOs. Results indicated that UNHCR's own policies and procedures have at times been a hindering factor, particularly in situations where the operational context favours close cooperation with partners and a greater reliance on national staff. Efforts are now underway to ease restrictions and enable field managers to design country programmes based on the best available choices. Country operations have also gained greater flexibility in managing their resources with a revised resource allocation framework.

Process simplification has enabled UNHCR to streamline its Headquarters, so that it serves as a smaller and more effective platform to lead and support field operations. In 2009, opportunities to consolidate and integrate functions will be maximized, alongside efforts to regionalize support functions closer to UNHCR's operations and to the Budapest Service Centre, to take advantage of greater cost effectiveness.

In 2009, the Office will introduce the Global Needs Assessment initiative across all operations. This will provide a more comprehensive assessment of the total needs of populations of concerns, ensure that those needs are represented in country plans and improve advocacy and resource mobilization. The Strengthening Protection Capacity Project has been moved to ODM to support this implementation.

UNHCR's **Global Service Centre** in Budapest, a key element of the structural reform to reduce costs at Headquarters in Geneva, started operations on 1 January 2008. The Centre handles many administrative functions formerly carried out in Geneva, including finance, personnel, payroll, recruitment, posting and supply management. By May, 92 local and 48 international staff had been recruited at the Service Centre.

As there is a possibility for UNHCR to use the entire building in Budapest by end-2008, other functions in Geneva are being identified for transfer. With the Global Service Centre fully functional, emphasis is now being placed on streamlining processes to increase efficiency levels.

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

The Division of Financial and Administrative Management (DFAM) is responsible for ensuring that UNHCR makes optimal use of its financial and material resources. It comprises the Office of the Controller, Programme Budget Service, General Services Section, the Finance and Control Section, and Treasury.

The **Office of the Controller and Director** is responsible for the management of UNHCR's financial resources as well as assisting the High Commissioner and senior management on all aspects of financial management. The office plays a key role in the structural reform process.

In 2009, DFAM will consolidate efficiency gains by focusing on:

- MSRP/PeopleSoft optimization to enable implementation of a streamlined resource allocation framework and revised budget structure; to provide automated budgetary control and linkages to results-based budgeting; and to strengthen liquidity and investment risk through linkages with the Treasury Management System.
- Reengineering business processes in conjunction with systems optimization to ensure efficiency gains and to permit structural rationalization.
- The adoption of International Public Sector Accounting Standards (IPSAS) by 1 January 2010, through policy development, process rationalization, systems enablement, communication and training, in order to improve transparency of the fiscal health of the organization; apply best accounting practices for the management of assets and liabilities; and facilitate delineation and management of the operational and capital cost budgets of the organization.
- Consolidating on outposting and leveraging the dynamics of the electronic management system and web-based technology to provide information and learning tools to address UNHCR's financial and administrative management training needs.

The **Programme Budget Service (PBS)** is responsible for ensuring the best possible alignment of UNHCR's

financial, material and human resources with the organization's operational objectives. In 2009, its key priorities will be the refinement of the revised Resource Allocation Framework, the establishment and maintenance of budgets for all operations, central planning and management of resource allocation, monitoring of operations in terms of available resources, and production of budgetary information for internal and external bodies.

In 2009, the Service will pay particular attention to the preparation of UNHCR's second biennial budget, the introduction of UNHCR's new budget structure, as well as assist in the implementation of the new results-based management application, *Focus*. Some of the Section's systems maintenance and data processing functions will be relocated to the Budapest Service Centre in 2009.

The **Treasury** is responsible for managing UNHCR's funds whilst maximizing returns on investment through global cash flow management. Building on the Treasury Management System, UNHCR will expand global cash positioning and executing of banking transactions to increase investment volume. The integration of Treasury Management System with PeopleSoft and real-time connectivity to banks will further mitigate and reduce cash management risks and improve the audit trail of cash management activities; and provide tools to manage foreign exchange exposure.

The **Financial Control Section (FCS)** in the Budapest Service Centre is responsible for producing financial statements; managing accounts payable workflows; strengthening financial management controls in field offices; developing financial management policies; preparing annual statutory financial statements; monitoring and reporting expenditures of implementing partners and related audit certificates; and optimization of systematic controls in the MSRP/PeopleSoft financials system. Systems maintenance, support, and data processing functions undertaken by the Programme Budget Service will be transferred to FCS in early 2009 to improve support to users; improve processes between budget and financial modules; and consolidate technical expertise. In 2009, FCS will also play a key role in the IPSAS adoption, and the Focus-MSRP/PeopleSoft integration.

The **General Services Section (GSS)** is responsible for UNHCR's buildings at Headquarters and administration of travel services. In 2009, UNHCR will rationalize the use of office space at Headquarters by closing the VNG building in June. Travel processes will be streamlined to maximize efficiency. Technical system enhancements will continue in 2009 to simplify non-payroll payments to staff. Further physical security improvements are envisaged, particularly for the upgrade of building access control systems.

The **United Nations Office of Internal Oversight Services (OIOS)** carries out the internal audit function for UNHCR. The OIOS has its Headquarters in New York and offices in Geneva and Nairobi. Resident auditors are posted in major emergency operations.

OIOS conducts internal audit assignments in accordance with the International Standards for the Professional Practice of Internal Auditing. The internal audit function is a management tool to assist the High Commissioner in his management functions as well as an oversight mechanism. OIOS reviews operational activities by evaluating the adequacy and effectiveness of controls to ensure reliability and integrity of financial and operational information. It also reviews the effectiveness and efficiency of operations, the safeguard of assets, and the compliance with rules and regulations.

In 2008, OIOS completed a risk assessment of UNHCR. Risk areas identified will inform the development of the OIOS annual audit plan whereby the areas posing the greatest risk to UNHCR will be included in the plan. OIOS will continue to focus on risk-based audit planning in order to add value to the organization and improve operations.

OIOS has launched a database system to streamline the monitoring of implementation of audit recommendations. The database will become web-based at the end of 2008, which enables UNHCR to view and update the status of recommendations online. In 2009, the focus will be on further enhancing the risk register; optimizing the use of the database; and providing recommendations that will mitigate or reduce risks that have been identified through the risk assessment process and which have been the subject of risk-based internal audits.

Division of External Relations

The Division of External Relations (DER) is responsible for internal and external communications, fund raising and managing issues and relationships with the Office's governance bodies. Its major goal is to win support for UNHCR so that the Office can meet its mandated responsibilities to refugees, stateless people and others of concern. This entails communicating a coherent and consistent message to external audiences. It requires an innovative approach to mobilization of resources from governments, other organizations and private sources. The Division has also been tasked with improving internal communication to ensure that staff are better informed about 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 publishes the annual Global Appeal 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 2009, 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 **Private Sector Fund Raising Service (PSFR)** will continue its efforts to diversify the organization's funding base. These 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 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 also put in place a decentralized regional structure that supports private sector fund-raising activities in the Field.

The **Communications Group** works to mobilize public, political, and financial support to further the objectives of UNHCR in a rapidly changing environment. In line with efforts to decentralize responsibility and decision-making authority, the Communications Group will be seeking new ways to get UNHCR's message out — without losing sight of many of the achievements and existing strong media relationships. This will involve providing a full range of communication services from media relations and broader public relations, to branding, specific campaigns, exploring new media vehicles, as well as the Goodwill Ambassador Programme.

The Group's role in 2009 and beyond will be as a content coordinator, facilitator, and quality controller of news and information disseminated via the UNHCR public website (in English and French). This will enable the field to build support for operations on the ground and around the world, as well as to provide a stronger humanitarian voice for refugees, host populations, and other people of concern. A redesigned website will be launched by the middle of 2009.

The Communications Group will also continue to provide timely internal communications to UNHCR staff around the world.

The **Secretariat and Inter-Agency Service (SIAS)** supports the work of UNHCR's Executive Committee and acts as the focal point for the Office's collaboration with the United Nations coordination bodies and its global bilateral partnerships with the UN, other international organizations, and non-governmental organizations. 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, and the reproduction of UNHCR's documents.

Division of Human Resources Management

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

In 2009, the organization will continue to decentralize some functions in order to streamline processes, improve decision making and reduce fixed costs. DHRM will continue developing an integrated human resources approach, fully responding to operational and organizational workforce issues. As a consequence of UNHCR's reform, and in order to reduce its impact on staff, measures have been introduced to limit external recruitment, establish a special voluntary separation programme, and allow General Service staff to apply for professional positions. The voluntary separation programme will continue to give priority to staff affected directly by the institutional changes. Due to the specific nature of rotation, separate guidelines are being developed for International staff.

Measures to ensure that the workforce is better able to respond to operational needs, including the continued use of the International Professional Roster (IPR) will continue in 2009. The Fast Track model will be used in supplementary programmes and emergency operations foreseen to last at least 12 months. The modifications introduced in 2008 have made the Fast Track model more effective in meeting operational requirements. DHRM will also continue to reduce staff costs. Limitations on external recruitment and the use of temporary assistance at Headquarters will continue in

2009. DHRM will also introduce a new vacancy management system which will complement the on-line application process for staff.

A draft proposal of the new policies related to postings, recruitment and promotions in the international and national professional categories will be finalized in 2008. The new policy will be implemented in early 2009.

In 2009, DHRM will provide career planning support, including individual counselling to staff members on employment opportunities within and outside UNHCR, as well as organize workshops and produce information for this purpose.

DHRM maintains information on staff in between assignments (SIBAs); provides counselling to these staff members; and works with managers to find employment for them. In July 2008, 25 per cent of SIBAs were not working. In 2009, DHRM will reinforce efforts to reduce the number of non-working SIBAs. A special account has been established to cover staff costs for those colleagues who are not charged to a particular post at a given time.

DHRM continues to monitor the implementation of the Code of Conduct by staff. In 2009, DHRM will work with other relevant sections to address issues linked to the Code of Conduct. DHRM will also continue to coordinate UNHCR's contribution to the inter-agency Task Force on Protection from Sexual Exploitation and Abuse.

As part of UNHCR's commitment to promote diversity, and pursuant to the Code of Conduct, DHRM has developed a policy on employment of persons with disabilities. UNHCR has led an inter-agency working group on disability, which produced a policy statement requiring all UN agencies to have a strong disability employment policy.

In 2009, DHRM will ensure implementation of UNHCR's policy to achieve gender equity in the organization. This policy includes provisions for equal promotions for women and men, as well as favourable women-to-men ratios on recruitment and specific priority for women in higher-level postings. The "Gender and Diversity Scorecard", an on-line system to make gender and diversity statistics available throughout the Organization, is being developed and will be launched in 2009. An "Exit Interview Program," designed to facilitate retention of women staff members by understanding their reasons for leaving is also under development. To ensure a gender-sensitive work environment, managers are required to promote measures designed to facilitate an appropriate work-life balance for staff members, as well as ensuring workplaces that are free of sexual harassment.

Counselling and training are priority activities for DHRM, given the difficult conditions in which staff members live and work. UNHCR has one of the highest levels of mobility within the UN system, and staff are exposed to primary and secondary trauma. A team of professional counsellors will focus in 2009 on expansion of the pilot projects on prevention and support to staff facing secondary trauma; expanding the access of family members to its services; and ensuring the implementation of policies on minimum living and working standards in the Field. DHRM will also support implementation of minimum standards for HIV in the workplace through active participation in the UN Cares programme.

In 2009, the training team will launch a new Performance Appraisal Process. Training and implementation is expected to last three years.

To increase objectivity and transparency in the promotion of staff to senior management positions, DHRM will pilot a revised Management Assessment Process. This aims to build a pool of officers at the P4 level who will be the foundation for succession planning to P5 and above, based on assessed skills, knowledge and attitudes.

Division of Information Systems and Telecommunications

The Division of Information Systems and Telecommunications (DIST) 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). 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 Division will finalize the Human Resources and Payroll modules of MSRP by the end of 2008. In 2009, it will be involved in the implementation of UNHCR's new results-based management system, *Focus*, and completing its interface with MSRP. Enhancements to PeopleSoft will also continue through an external partner.

UNHCR's registration database, *proGres*, is now in use in 161 sites in 54 countries. Field implementation of a

new version of this database will continue in 2009, along with performance and usability improvements. The *proGres*/BioRegistrator fingerprint module, in use in six operations, will be extended in 2009. UNHCR also supports the use of *proGres* by some government partners.

The **Infrastructure and Telecommunications Service** is responsible for UNHCR's computing infrastructure, network development, field user support, and the expansion of global satellite and terrestrial communications. In 2009, the Service will seek to strengthen information and communication technology (ICT) infrastructure through global commercial partners for the provision of standard services, including data networks, equipment supply and other support functions. DIST will continue to strengthen the ICT governance structures that are in place to prioritize new initiatives and to manage service delivery internally and externally through partners. DIST will also continue to decentralize ICT support functions to the field in order to provide support closer to the users, improve emergency response capacity, and facilitate activities with other field-based UN agencies.

The outsourced VSAT communication system will grow to meet the communication needs of field offices. The implementation of a terrestrial Wide Area Network service for field offices, which began in 2008 with pilot installations in three offices, will continue through 2009 with the connection of 77 more offices.

The transfer of technical staff to the newly created Field Telecom Unit in Dubai will be completed by end 2008. In 2009 a wide range of services in security-related communications and satellite based connectivity solutions will be provided to field and emergency operations.

DIST will continue to support the business units located in Budapest by deploying staff from Geneva. Any necessary ICT infrastructure modifications will be undertaken to support the expansion of the Centre and the consolidation of Headquarters in Geneva.

In 2009, UNHCR will expand the support of the two Global Service Desk hubs in Geneva and Kuala Lumpur. These hubs provide a single point of contact for all UNHCR technology users. The use of commercial partners for service desk support is under review. In 2009, DIST will increase the amount and type of ICT training opportunities for staff.

Assistant High Commissioner (Operations)

The **Assistant High Commissioner (Operations)** oversees the functioning of the Division of Operational Services, as well as the five Regional Bureaux responsible for operations in the Field. The work of the Regional Bureaux is covered in separate chapters.

Division of Operational Services

In 2009, the Division of Operational Services (DOS) will be comprised of two services, the Emergency Support Service and the Supply Management Service, as well as three technical support sections, a training unit, a resource management unit and an advisory position to enhance coordination with the Division of International Protection Services and support the transition to the new budget structure.

DOS is responsible for overseeing UNHCR's response to and involvement in the UN and humanitarian reform process, including the Delivering as One initiative. DOS provides guidance to field operations on implementation plans, common funding arrangements, and inter-agency consultations. 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 through community-based programmes and activities that are jointly planned and implemented with development partners.

The **Emergency Support Service (ESS)** comprises the **Emergency Preparedness and Response Section (EPRS)** and the **Field Safety Section (FSS)**.

EPRS assists UNHCR's operations to prepare for potential emergencies and supports them in the event of an emergency. EPRS deploys staff to high-risk areas to assist in risk assessments and emergency response planning. It maintains and develops UNHCR's early warning systems, manages standby emergency arrangements and deployments, develops emergency management tools and guidelines, and provides training. The Section liaises with other agencies through the Inter-agency Standing Committee working groups on early warning and contingency planning. In the event of an emergency, EPRS deploys emergency and security staff from internal and external rosters. It also facilitates, in coordination with other units, the shipping of emergency resources such as telecommunications equipment and relief items.

In 2009, UNHCR will continue to have systems in place to respond to emergencies of up to 500,000 people.

FSS collaborates with other agencies, programmes and funds on the prioritization and implementation of the recommendations made by the Report of the Independent Panel on Safety and Security, also known as the Brahimi Report, which the Secretary-General commissioned following the December 2007 attack on UN premises in Algiers. Among the main concerns for UNHCR are finding ways to reaffirm humanitarian principles and to ensure that security management enables, rather than restricts, the delivery of protection and assistance to beneficiaries.

The **Supply Management Service (SMS)** will provide support to field operations in all aspects of supply chain management: procurement, warehouse management, fleet management, asset management, logistics and emergency response. The aim is to deliver goods and services to displaced people effectively and efficiently.

Most supply management functions have moved to the Budapest Service Center and the Asset Management Unit will be relocated in 2009. The Contracts Unit will remain in Geneva for the time being. Field support is further strengthened by three regional supply management platforms in China, South Africa and the United Arab Emirates.

In 2009, SMS will establish an accountability framework for supply chain management at the global and country level in UNHCR. It will strengthen procurement and logistics management by optimising the use of existing IT tools; improve monitoring of implementing partner procurement and logistics and implement mechanisms for obtaining detailed information. SMS will improve overall asset management with special focus on fleet and vehicle management. The Service will reinforce the cluster support functions in emergency shelter, logistics and other clusters where delivery is essential.

The **Operational Solutions and Transition Section (OSTS)** provides strategies and guidelines on local integration and reintegration and promotes linkages between relief and development in transition situations. OSTs provides technical support and capacity building to field operations on promoting self-reliance through livelihoods; shelter and physical planning; environment and education projects; and promotes partnerships with development agencies. OSTs is responsible for UNHCR's role in the inter-agency emergency shelter and education clusters and the cluster working group for early recovery, as well as the Inter-agency Network for Education.

UNHCR's **Public Health and HIV Section** ensures technical integrity in its support to country operations and works closely with other international bodies on the formulation of sound and efficient public health and protection policies and programmes. Please see the chapter on Policy priorities for more information about the Section's work.

The **Field Information Coordination and Support Section (FICSS)** is responsible for registration, statistics, mapping, operational data management, and UNHCR's role in the inter-agency camp coordination and camp management cluster. Global programmes aim to give country operations support and training on registration, operational data management and knowledge sharing. Specific support will help improve registration, information collection, data management, population profiling and mapping. In 2009, the Office will implement *proGres* (version 3) and provide training to promote registration standards; facilitate the sharing of information and improve access to operational guidance; develop and disseminate tools for data management; continue developing a web-based portal, including a geographic information system, which allow for operational data and information sharing between UNHCR and its partners; support the implementation of UNHCR's standards and indicators policies; establish a quality controlled system for data acquisition and validation with the ability to generate standardized graphical and cartographic reports.

FICSS also manages the Operational Data Management Learning Programme (ODMLP) to improve data quality and reporting. By the end of the programme, participants are able to design, use and maintain monitoring systems and to interpret data in order to make good programming decisions. In 2009, the ODMLP will train 65 staff members from 36 country operations. An e-learning module for registration and profiling will be launched to ensure that standards are available and used by all staff

The **Programme Training Unit** offers UNHCR field operations training opportunities. The Operations Management Learning Programme (OMLP) aims at equipping UNHCR staff with the skills to manage field operations effectively. Since its inception in 2000, nearly 570 staff members have participated in the programme.

In 2009, DOS will release an e-learning programme as the introductory module of the OMLP. This module will be accessible to all UNHCR staff, NGOs and government partners and donors, while the existing OMLP will be revised to be used by experienced operations managers. The improved OMLP is scheduled to commence in mid-2009 with participation of 60 staff. DOS also plans to deliver country or regional training events for at least six field operations or regions. It will also start a new learning module to strengthen the training and coaching capacity of 50 programme officers in the field.

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. The Assistant High Commissioner (Protection) will continue to lead the High Commissioner's special initiative to reinvigorate the search for solutions to protracted refugee situations.

Division of International Protection Services

The Division of International Protection Services (DIPS) provides support to field operations as well as guidance and advice to the Executive Office and regional bureaux. DIPS is composed of one service, four sections and one unit whose activities are described below. Various changes designed to make the Office more effective in the delivery of protection and assistance will be implemented in 2009 and alter the structures and activities outlined below. In the intervening period, DIPS will continue to bring protection support closer to the point of delivery. The Division will, in addition, pay increasing attention to the needs of IDPs and continue to harness synergies with external partners, most notably for protection deployment schemes.

The **Protection Delivery and Support Section** builds the capacity of staff by developing, designing and implementing protection learning activities. It provides support to field operations in relation to the Office's mandate, legal standards, voluntary repatriation, protection responses within emergencies and operational involvement as the lead agency in the global protection cluster for internally displaced persons. The Section also manages the Surge protection deployment roster.

The restructuring of the Section in 2009 will entail a merger of the training component with other UNHCR training resources. This restructuring is aimed at placing a higher priority on staff development in UNHCR and closely linking training with career development.

In 2009, the **Resettlement Service** will aim to increase the use of resettlement. In 2008, UNHCR increased the number of referrals and the number of resettlement countries. Further increases in referral capacity are constrained by the number of places available. The Service will continue to support field offices; develop strategies and practices that benefit the field; monitor field practices and ensure compliance with standard procedures; and liaise with newly emerging resettlement countries to establish their programmes.

The Service will assist in the preparation for an international conference on integration. The Resettlement Learning Programme will be implemented in 2009, in cooperation with the Training Unit. The Heightened Risk Identification Tool will be fully disseminated in 2009.

The **Statelessness Unit** will support field operations in developing strategies to address statelessness through cooperation with States, other agencies and civil society. The Unit will help operations in identifying, preventing and reducing statelessness as well as protecting stateless people, particularly in protracted statelessness situations. In 2009, the Unit will develop general guidance on statelessness, provide advice on legislation and individual cases, and deliver a thematic learning program for staff and partners in several regions.

The **Community Development, Gender Equality and Children 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 the use of a child protection system. The Section will also manage community services and child protection deployments and build capacity to mainstream age, gender and diversity in UNHCR's policies, guidelines and training. It will also provide capacity building and technical advice to country offices.

The **Protection Policy and Legal Advice Section** promotes refugee protection standards through legal analysis, research and development of guidelines. The Section supports the Field and other units at Headquarters in ensuring the harmonized application of protection standards. In 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. In particular, it will

- promote the proper interpretation and full implementation of the Refugee Convention and related protection policies to ensure global consistency;

- formulate and develop refugee protection standards through legal analysis, research and development of protection guidelines and other protection tools;
- service the protection dialogue at ExCom, draft and support negotiations on Conclusions, draft and follow-up on the annual Omnibus Resolution on UNHCR and disseminate information in this regard;
- provide guidance to the field on the interpretation and application of international law relating to refugees and other persons of concern;
- liaise with human rights bodies and promote effective use of human rights and humanitarian law principles to improve refugee protection; and
- undertake research and coordinate with the academic and external world in general on protection research, knowledge, publication and dissemination.

The **Status Determination and Protection Information Section** includes the Refugee Status Determination (RSD) Unit and the Protection Information Unit, with a Senior Legal Officer dedicated to related specialized activities. The RSD Unit will increase the capacity of field offices to implement quality RSD procedures. The Protection Information Unit 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.

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 2009, 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 and adapt them as needed, and test new voting procedures. In November 2008, the Staff Council, together with the High Commissioner will jointly convene the first meeting of the Staff-Management Consultative Committee.

Budget (USD)						
Divisions / Departments	2008			2009		
	Annual budget	Supplementary budget	Total	Annual budget	Supplementary budget	Total
Executive Direction and Management						
Executive Office	3,762,051	0	3,762,051	4,099,850	0	4,099,850
New York Office	3,106,918	0	3,106,918	2,713,284	0	2,713,284
Inspector General's Office	3,508,633	0	3,508,633	3,720,855	0	3,720,855
Legal Affairs Section	1,168,077	0	1,168,077	1,247,580	0	1,247,580
Office of the Mediator	422,667	0	422,667	444,515	0	444,515
Policy Development and Evaluation Service	1,110,847	0	1,110,847	1,171,845	0	1,171,845
Office for Organizational Development and Management	3,545,109	0	3,545,109	4,213,504	0	4,213,504
- Change Management Section	516,425	0	516,425	0	0	0
Sub-total	16,624,302	0	16,624,302	17,611,433	0	17,611,433
Division of International Protection Services						
Office of the Director	2,224,356	0	2,224,356	2,918,731	0	2,918,731
Specialized sections	8,482,938	0	8,482,938	8,086,497	0	8,086,497
Sub-total	10,707,294	0	10,707,294	11,005,228	0	11,005,228
Division of External Relations						
Office of the Director	1,175,322	0	1,175,322	1,288,479	0	1,288,479
Donor Relations and Resource Mobilization Service	4,211,700	0	4,211,700	4,165,329	0	4,165,329
Private Sector Fund Raising Service	1,775,259	0	1,775,259	2,098,307	0	2,098,307
Communications Group	4,539,761	0	4,539,761	4,778,007	0	4,778,007
Secretariat and Inter-Organization Service	2,437,919	0	2,437,919	2,516,681	0	2,516,681
- NGO Liaison Unit	28,000	0	28,000	0	0	0
Records and Archives Section	1,481,802	0	1,481,802	1,746,050	0	1,746,050
- Electronic Document Management	489,467	0	489,467	0	0	0
Sub-total	16,139,230	0	16,139,230	16,592,853	0	16,592,853
Division of Information Systems and Telecommunications						
Office of the Director and ICT fixed costs	3,004,289	0	3,004,289	3,341,856	0	3,341,856
Infrastructure and Telecommunications Service	8,199,820	0	8,199,820	9,624,305	0	9,624,305
Business Solutions Services	12,060,703	0	12,060,703	7,988,408	0	7,988,408
Sub-total	23,264,812	0	23,264,812	20,954,569	0	20,954,569
Division of Human Resources Management						
Office of the Director	2,497,886	0	2,497,886	2,814,348	0	2,814,348
Specialized sections	14,050,879	0	14,050,879	6,442,398	0	6,442,398
Joint Medical Service	1,971,327	0	1,971,327	2,124,926	0	2,124,926
Sub-total	18,520,092	0	18,520,092	11,381,672	0	11,381,672

Divisions / Departments	2008			2009		
	Annual budget	Supplementary budget	Total	Annual budget	Supplementary budget	Total
Department of Operations						
Division of Operational Services						
Office of the Director	2,061,836	0	2,061,836	2,298,979	0	2,298,979
Specialized sections	4,676,802	264,000	4,940,802	3,492,734	0	3,492,734
Supply Management Service	3,312,875	0	3,312,875	637,225	0	637,225
Sub-total	10,051,513	264,000	10,315,513	6,428,938	0	6,428,938
Regional Bureaux						
Office of the Director - Africa	4,782,048	102,042	4,884,090	5,120,363	666,554	5,786,917
Sudan / Chad Situation Unit	1,108,635	842,937	1,951,572	883,858	282,088	1,165,946
Iraq emergency operation	0	0	0	0	2,664,319	2,664,319
Desk for West Africa	605,712	0	605,712	329,314	0	329,314
Desk for East and Horn of Africa	913,416	0	913,416	1,084,259	0	1,084,259
Desk for Central Africa and the Great Lakes	805,203	0	805,203	647,444	0	647,444
Desk for Southern Africa	400,880	0	400,880	329,314	0	329,314
Bureau for the Middle East and North Africa	2,539,572	2,647,005	5,186,577	2,489,538	0	2,489,538
Bureau for Asia and the Pacific	4,831,095	0	4,831,095	4,461,831	0	4,461,831
Bureau for Europe	4,114,408	0	4,114,408	3,872,559	0	3,872,559
Bureau for the Americas	2,197,309	0	2,197,309	1,992,075	0	1,992,075
Sub-total	22,298,278	3,591,984	25,890,262	21,210,555	3,612,961	24,823,516
Sub-total Department of Operations	32,349,791	3,855,984	36,205,775	27,639,493	3,612,961	31,252,454
Division of Financial and Administrative Management						
Office of the Controller and Director	2,274,875	0	2,274,875	3,245,806	0	3,245,806
Specialized Sections and Services	9,581,429	0	9,581,429	6,287,879	0	6,287,879
Audit services (internal and external)	3,193,324	215,965	3,409,289	3,638,047	236,000	3,874,047
UN services (security and safety at HQ)	2,999,500	0	2,999,500	2,983,780	0	2,983,780
Headquarters running costs	10,582,193	0	10,582,193	9,230,863	0	9,230,863
Sub-total	28,631,321	215,965	28,847,286	25,386,375	236,000	25,622,375
Global Service Centre (Budapest)	0	0	0	15,650,572	0	15,650,572
Staff Council	398,215	0	398,215	438,819	0	438,819
GRAND TOTAL	146,635,057	4,071,949	150,707,006	146,661,014	3,848,961	150,509,975

Note: The Annual Programme Budget includes allocations from the UN Regular Budget as follows: USD 34,765,603 (2008) and USD 39,215,700 (2009). Supplementary budgets exclude 7 per cent support costs that are recovered from contributions to meet indirect costs for UNHCR.