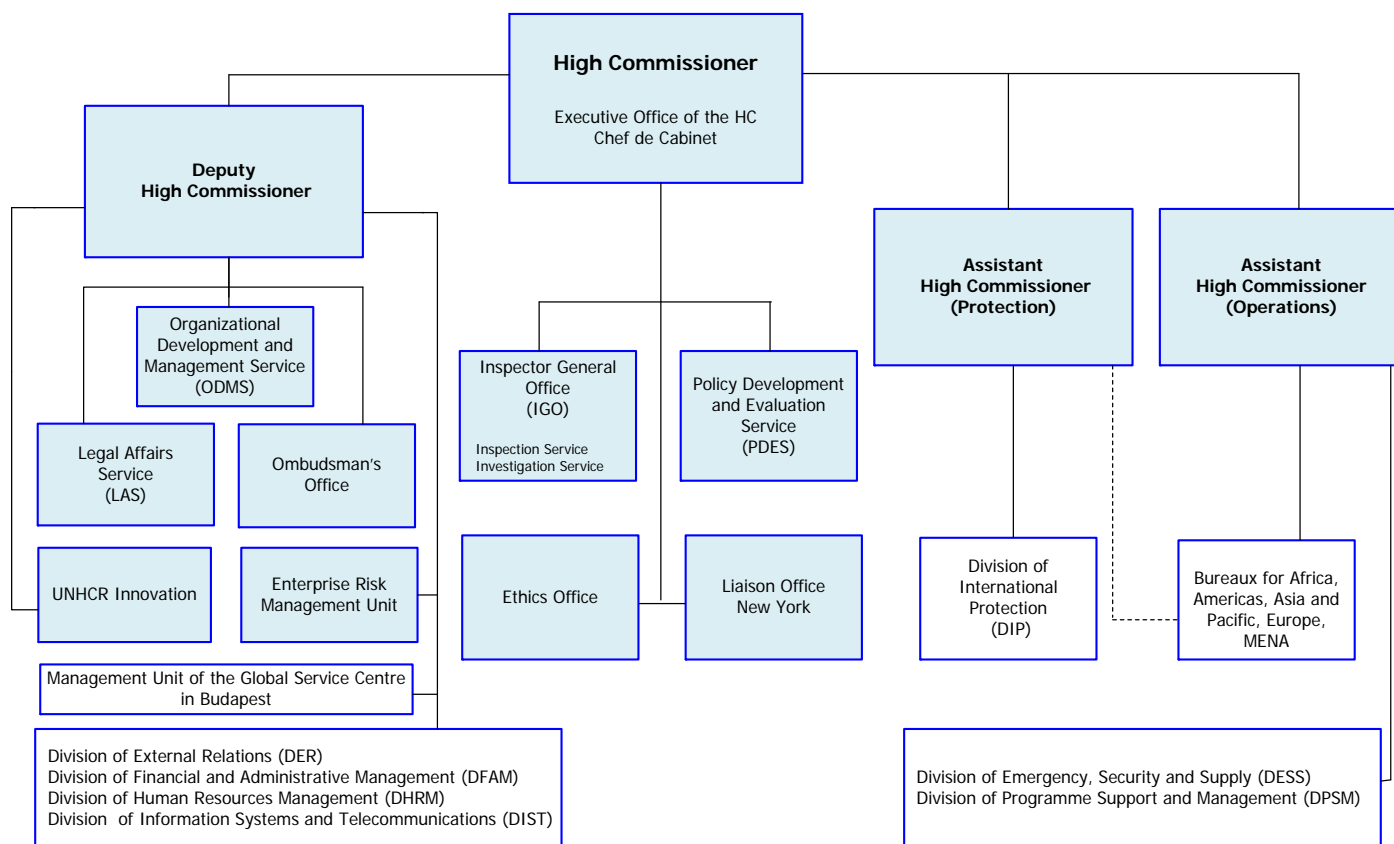


HEADQUARTERS (OPERATIONAL SUPPORT AND MANAGEMENT) EXECUTIVE DIRECTION AND MANAGEMENT



The **Executive Office** formulates policies, ensures effective management and accountability, and oversees UNHCR’s activities worldwide. Its main role is to craft a clear and consistent corporate vision, operational priorities and strategies, in consultation with senior management. It engages directly with donors and States at a high level to secure political and financial support for UNHCR. The Executive Office comprises the High Commissioner, the Deputy High Commissioner, the Assistant High Commissioner for Operations, the Assistant High Commissioner for Protection, and the Chef de Cabinet, and their staff. The Inspector General’s Office, the Ethics Office, the Policy Development and Evaluation Service, and UNHCR’s Liaison Office in New York report directly to the High Commissioner and work in close consultation with the Chef de Cabinet, as do the High Commissioner’s Spokesperson and the Secretary of the Executive Committee.

The **Deputy High Commissioner (DHC)** oversees and provides strategic leadership for all functions related to the managerial, financial, and administrative running of the Office. At the request of the High Commissioner, the DHC also leads an Innovation Unit and supervises the Solution Steering Group. The Controller and Director of the Division of Financial and Administrative Management, as well as the Directors of the Divisions of

External Relations, Human Resources Management, and Information Systems and Telecommunications, all report directly to the DHC, who also supervises the Heads of the Legal Affairs Service and the Organizational Development and Management Service, as well as the Ombudsperson.

The **Assistant High Commissioner for Operations (AHC-O)** oversees all UNHCR operations in the field, as well as the headquarters divisions that provide operational support in programming, emergencies, security, and supply management. The AHC-O also supervises the overall coordination of UNHCR’s response to the Syria Situation.

The role of the **Assistant High Commissioner for Protection (AHC-P)** is to oversee protection policy development, advocacy for the rule of law and implementation of standards, as well as the integration of protection priorities into the management and delivery of field operations. The AHC-P oversees the activities of the Division of International Protection; interacts with the Policy Development and Evaluation Service on protection policy issues; and collaborates closely with the Assistant High Commissioner for Operations, providing strategic direction for operations through jointly chaired consultations.

The **Inspector General's Office (IGO)** has three core functions: inspections of the quality of management of UNHCR operations; investigations of allegations of misconduct by all entities with contractual links to UNHCR; and ad hoc inquiries into violent attacks on UNHCR personnel and operations, as well as into other incidents causing major loss or damage to UNHCR's integrity, credibility or assets. The IGO draws out and highlights trends, lessons learned and best practices from its findings, and makes recommendations to senior management to improve office policies, internal controls and management practices.

The **Policy Development and Evaluation Service (PDES)** pursues an integrated programme of policy development, evaluation, research, publications and academic outreach, focusing on those policy issues, programmes, projects, practices and partnerships that are of greatest concern to the organization. PDES is represented on UNHCR's Senior Management Committee. It strives to ensure the highest possible evaluation standards and the effective incorporation of its findings and recommendations into UNHCR's policy-making, planning and programming procedures to maximize the efficiency and impact of the organization's operational activities. The Service also advises the Executive Office and other senior managers on global policy issues. PDES is committed to a high degree of transparency, and ensures that all evaluation reports and policy documents prepared by or for PDES are placed in the public domain.

The **Liaison Office in New York (LONY)** represents UNHCR at the UN Secretariat Headquarters in New York by promoting the organization's policies, global strategic priorities and field-based best practices. LONY promotes the needs of people of concern to the High Commissioner through active participation in dedicated fora on the maintenance of international peace and security, humanitarian reform and financing, protection of civilians, human rights mainstreaming, sustainable development as well as other relevant New York-led inter-agency initiatives. LONY contributes to the formulation of resolutions by the General Assembly and its subsidiary bodies as well as the Security Council as they pertain to persons of concern and regularly provides input to SG reports and other strategic reviews. Through its collaboration with NGO partners and key UN secretariat entities such as the Executive Office of the Secretary General, OCHA, DPKO, DPA and PBSO, as well as agencies, funds and programmes headquartered in New York, namely UNDP, UNFPA, UNICEF and UN Women, the Liaison Office provides strategic advice to the High Commissioner on evolving political and policy matters and keeps UNHCR Headquarters and the Field fully abreast and engaged on developments unfolding in New York.

The **Ethics Office** ensures that all staff members, including affiliated work forces, understand, observe and perform their functions in line with the highest standards of integrity, and fosters a culture of respect, transparency and accountability throughout the Organization as required by the UN Charter, the UNHCR Code of Conduct, and

staff rules and regulations. It is responsible for setting and developing ethical standards in collaboration with the UN Ethics Office and the UN Ethics Panel, for promoting and disseminating ethics-related policies and for providing guidance to individual staff members and senior management on ethical standards and dilemma in order to address and prevent problems before they emerge. It coordinates and provides support in the annual delivery of refresher courses on the Code of Conduct to UNHCR operations worldwide. It is also mandated to oversee 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. Ethics Office is also administering the Financial Disclosure Programme, which is designed to promote public confidence by using corporate governance best practices of transparency and disclosure.

Reporting directly to the Deputy High Commissioner, the **Organizational Development and Management Service (ODMS)** is mandated to maintain a strategic overview of UNHCR's system of management and organizational design. Through a process of internal consultations and dialogue with Bureaux, Divisions and Services, ODMS leads management and structural reviews as necessary. ODMS also provides input and support to a number of other organizational development and management initiatives including: simplification and design of systems and processes; information and knowledge management of UNHCR policies and procedures; management performance and accountability tools; implementation of the recommendations of the stock-taking exercise on regionalization; and HQ/Field structural and staffing reviews. ODMS is the custodian of the Global Management Accountability Framework and Chapter II of the UNHCR Manual: "Organizational Structure and Accountabilities, Responsibilities & Authorities". ODMS also engages experts for management consultancies, with the aim of improving UNHCR's management systems and processes.

The **Legal Affairs Service (LAS)** is UNHCR's central legal office on non-refugee law matters and is responsible for planning, coordinating and managing the Office's legal affairs. LAS prepares legal arrangements and provides advice on various legal aspects of UNHCR's operations and activities, including on: issues of international public law; agreements regulating UNHCR's relations with hosting countries and other entities such as non-governmental organizations; procurement and commercial contracts; claims and disputes involving the organization's operational activities. It also advises on legal aspects of public and private-sector fundraising.

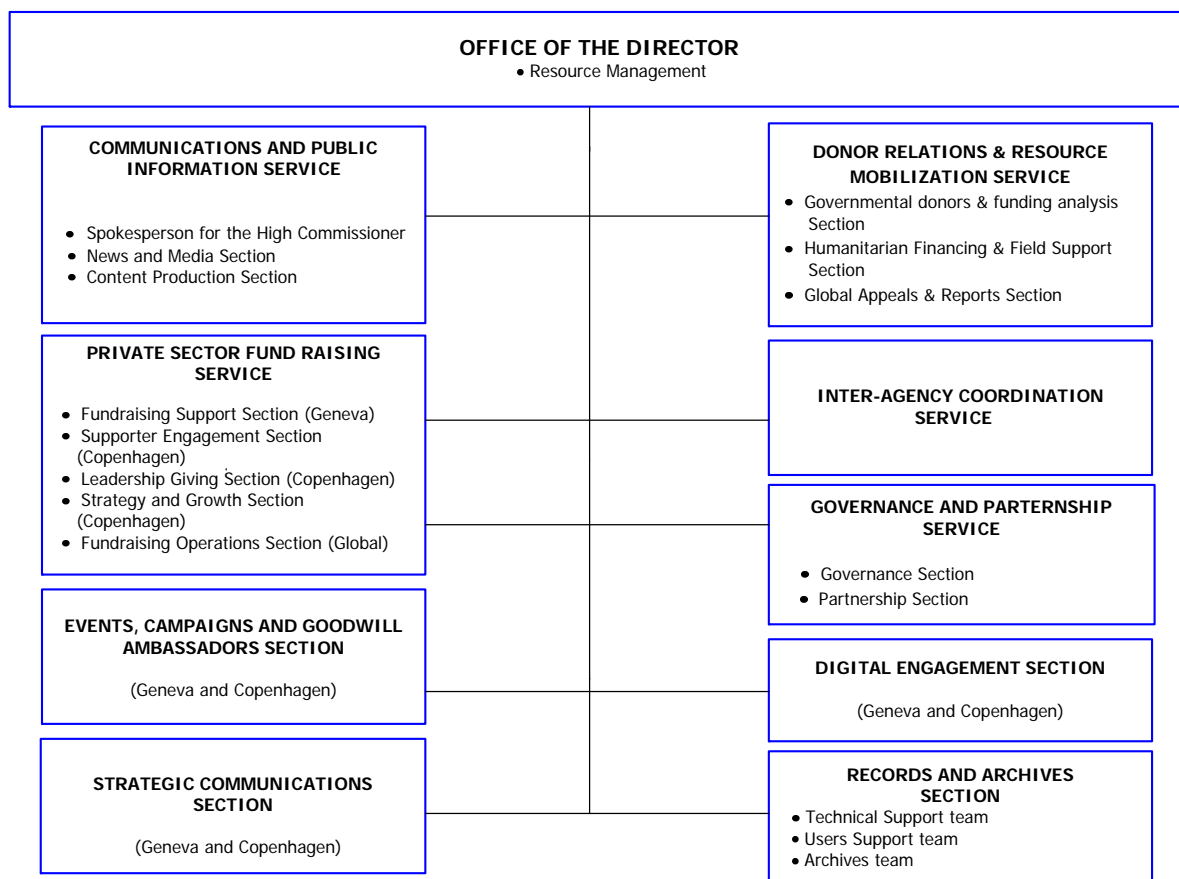
LAS works to reduce potential financial and other types of loss, through legal risk analysis, and protects the interests of the organization in internal administration of justice proceedings. In addition to advising on organizational policies and procedures, LAS contributes to ensuring that UNHCR's activities are carried out in accordance with its internal regulatory framework and relevant law.

The role of the **Ombudsman’s Office** is to provide a confidential, impartial and independent service for the informal resolution of work-related problems and conflicts. The office offers an informal alternative to formal complaint-handling systems within UNHCR, such as the Inspector General’s Office and the Joint Appeals Board. Recourse to the Ombudsman is voluntary and strictly confidential.

As an informal resource, the Ombudsman does not report interaction with individuals in the organization and keeps no formal records. Wherever possible the

Ombudsman helps individuals to develop new ways to solve problems themselves and works primarily through negotiation, influence, and/or personal powers of persuasion/good practice. The Ombudsman provides feedback to management and staff on trends, issues, policies and practices, without breaching confidentiality or anonymity. S/he also identifies emerging problems, recommends preventive measures and provides support for responsible systems change, in all cases suggesting actions or policies that will be fair, just and equitable to all parties.

DIVISION OF EXTERNAL RELATIONS



The role of the **Division of External Relations (DER)** is to mobilize public, political, financial and operational support for UNHCR’s operations around the globe. DER carries out advocacy, awareness-raising and communications activities, including through a new digital engagement strategy aiming at people engaging in the Office’s work, and a dedicated communications strategy for the Syria crisis. DER also supports the Office’s governing bodies and manages strategic relations with various partners from the private sector, non-governmental organizations and the UN system. In close consultation with key strategic partners, DER recently co-led a process which culminated in the spelling out of the Refugee Coordination Model and the building of an effective coordination interface between refugee and broader humanitarian coordination structures in mixed situations.

The **Communications and Public Information Service (CPIS)** is in charge of multimedia content production, and relations with global media, including reputation management, political and fundraising messaging and support, and advocacy. CPIS generates media and multimedia campaigns; manages the day-to-day online and news activities of the organization, including interview requests, press conferences, press briefings, statements, briefing notes, releases, fact sheets, social media, news and features stories; supports the press activities of the High Commissioner; and undertakes global media placement and roll-out for all UNHCR’s major campaigns. In addition, it provides coordination, communications advice and other support to field-based external relations and public information staff.

The **Digital Engagement Section** was created in 2013 to develop UNHCR’s digital engagement and provide greater digital support to the Office’s external relations

functions. The Section works to increase overall digital engagement with online communities and audiences, and ensures that timely and relevant digital communications are in place. The overall goal is to generate greater awareness and engagement through digital content and campaigns, building a strong voice for UNHCR on digital platforms.

The **Strategic Communications Section** was established in 2013 to develop an integrated global strategic communications framework for the organization. Subsequent roll-out in the years ahead will aim to align and coordinate communication on core advocacy issues, and ensure coherent strategies across the organization.

The **Events, Campaigns and Goodwill Ambassador Section's** purpose is to bring greater media attention to UNHCR through coordinated campaigns and events, using the World Refugee Day (WRD) campaign as a key moment to put the issue of forced displacement on the public agenda. The process of elevating the status of UNHCR's Nansen Refugee Award continues, and the September 2015 ceremony will secure global coverage of the laureate, UNHCR and this prestigious award. The Goodwill Ambassador programme reinforces and amplifies UNHCR's messages connected to events and campaigns as well as key funding appeals, and media campaigns for emergency operations.

The **Donor Relations and Resource Mobilization Service (DRRM)** is responsible for relations with governmental, intergovernmental and UN donors and resource mobilization. DRRM seeks to provide donors with a clear understanding of the organization's objectives, policies, programmes and resource requirements. DRRM also liaises with field operations and headquarters units for the preparation of funding appeals, project proposals and reporting, while supporting them in their resource mobilization efforts through guidance, training and the dissemination of tools. DRRM organizes donor field missions, donor consultations and operational briefings for donors based in Geneva and capitals worldwide. It publishes the annual Global Appeal and Global Report, as well as individual appeals or reports, as required, and manages the Global Focus web portal.

By 2015, DRRM will have launched a redesigned Global Focus website with more detailed information on UNHCR's operations worldwide. The new revamped portal will become UNHCR's principal source of operational information for donors. DRRM will also continue to support the development of inter-agency Refugee Response Plans for new refugee crises.

The **Private Sector Fundraising Service (PSFR)** works to raise awareness and funds for UNHCR's programmes and engages with the public to increase support for refugees and strengthen the Office's image. The Service supports fundraising operations in 20 countries in Asia and the Pacific, the Americas, Europe and the Middle East, through a network of national associations and country offices, coordinated by regional fundraising officers based in London, Bangkok, Copenhagen, Rome and Washington DC. PSFR directs fundraising market

development and manages the Office's investment growth fund, as well as international corporate and foundation partnerships.

PSFR engages with corporations, foundations and philanthropists to establish mutually beneficial partnerships, to channel additional resources to UNHCR's core activities, and to generate innovative solutions to refugee issues. To ensure future growth and predictable revenue, PSFR develops and tests new fundraising programmes in different markets, including through digital channels, to reach large audiences and seek support for the organization's humanitarian work.

The **Records and Archives Section (RAS)** is responsible for the management, preservation and access to the Office's current and historical records. The implementation of e-record-keeping solutions in field offices, with the objective of enhancing accountability, knowledge transfer, efficiency, and preservation of institutional memory, is core to the Section's work. The electronic document and records management platform e-SAFE was upgraded to a version which is fully compatible with the UNHCR ICT platform. An archival description database is being implemented to facilitate on-line access for researchers (UNHCR's archives are disclosed for public research after 20 years). A new web portal is being developed for public access.

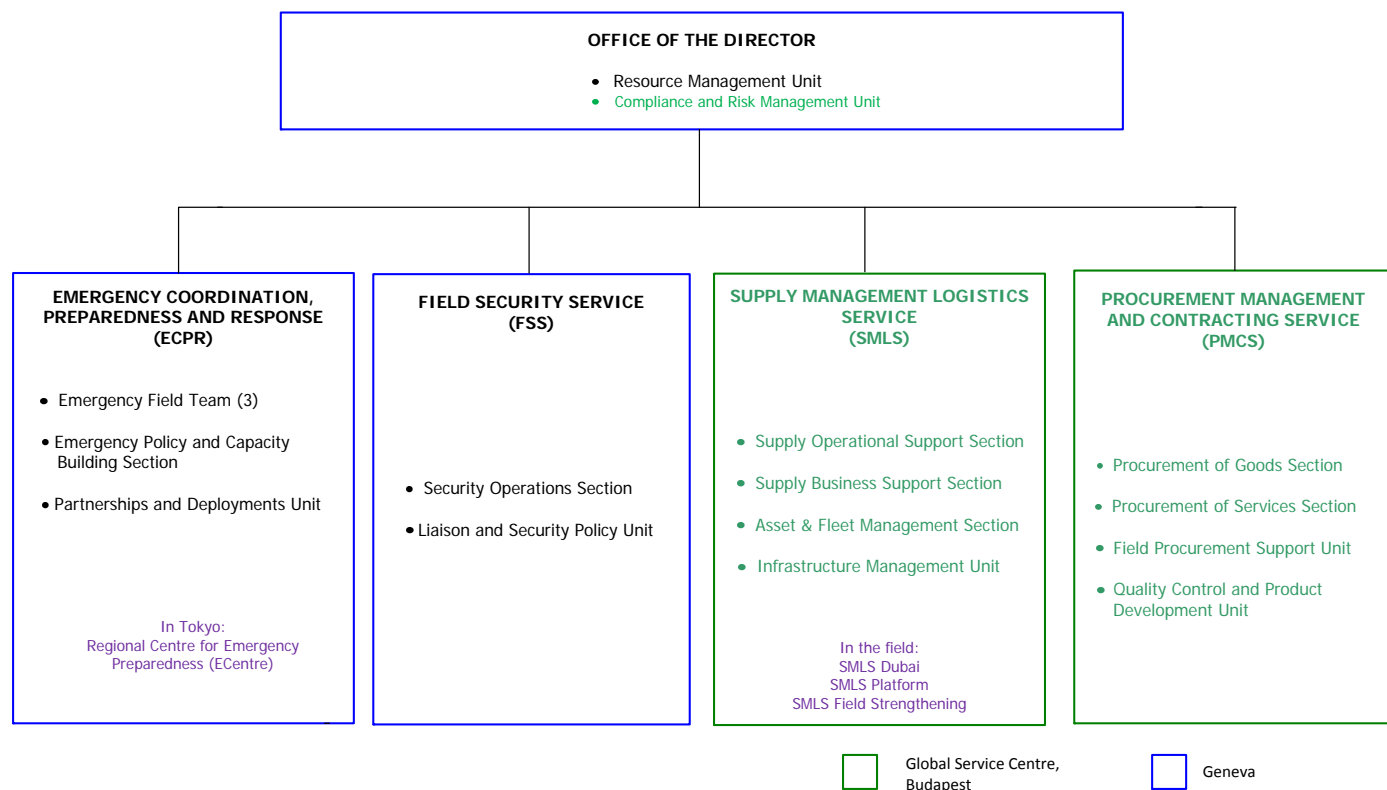
Recognizing the breadth of issues brought about by changes in the UN humanitarian and development systems, UNHCR created the **Inter-Agency Coordination Service (IACS)** and launched it in April 2014 to enhance its capacity to engage in these issues and corresponding inter-agency processes. The new Service coordinates UNHCR's corporate positions and policies on key inter-agency humanitarian and development issues, in close consultation with respective Divisions, Bureaux and senior management. It provides guidance and support to field operations on the aforementioned issues, including for refugee operations in mixed situations. The external dimension of its work includes a focus on advocating and presenting UNHCR's positions in inter-agency fora (i.e. IASC and undg). In 2015, IACS will: support UNHCR's senior management by keeping abreast of developments regarding UN governance; analyse the impact of such developments and reforms on UNHCR's priorities and operational modalities; and advise UNHCR management accordingly. The IACS is currently leading the roll-out to the field of the Refugee Coordination Model, and works closely with DESS, in view of its role in the IASC Emergency Directors' Group, on UNHCR's responsibilities related to the roll-out of the Transformative Agenda.

The **Governance and Partnership Service (GPS)** supports the work of UNHCR's Executive Committee and acts as the focal point for the Office's relations with ExCom member States on issues of governance. It also facilitates UNHCR's relations with UN agencies, international and intergovernmental organizations and NGOs. The Head of the Service serves as Secretary of the Executive Committee and is supported by the Secretariat and the Partnership Section.

The Service provides conference services for all meetings of the Executive Committee as well as for the High Commissioner’s Dialogue on Protection. It drafts and coordinates reports for UN governance bodies, including the General Assembly and the Economic and Social Council; and seeks to ensure that decisions, conclusions and resolutions of UNHCR governance bodies adequately reflect the Office’s objectives and the interests of people of concern.

The Service organizes the Annual Consultations with NGOs; facilitates high level bilateral consultations and revises MoUs with key NGO partners; supports the implementation of recommendations flowing from the High Commissioner’s Structured Dialogue with NGOs at the field level; and facilitates the participation of partners in UNHCR’s new Refugee Coordination Model development and roll-out.

DIVISION OF EMERGENCY, SECURITY AND SUPPLY



The **Division of Emergency, Security and Supply (DESS)** is the central support mechanism for emergency preparedness and response within UNHCR, consisting of four areas: emergency coordination, preparedness and response; security for field operations; supply and logistics; and procurement and contracting. The goal of DESS is to support the protection of people of concern through the optimal delivery of assistance in emergencies and ongoing programmes and effective emergency response management.

The Emergency Capacity Management Service was reconfigured in 2014 into the new **Emergency Coordination, Preparedness and Response (ECPR)** area of DESS and provides emergency support to Bureaux and country operations. Three standby emergency teams will be deployable within 72 hours to provide operations with support for leadership, coordination and delivery in refugee and IDP emergencies. In addition, the teams will conduct regional contingency planning and preparedness trainings. The Partnership and Deployment Unit will manage internal and external standby capacity through the Senior Corporate Emergency and Emergency Response Team rosters, as well as through partners which provide technical deployment capacity. The Emergency Policy and

Capacity Building Section will develop institutionalized policy guidance and the vision for UNHCR’s approach to emergencies. In 2015, stronger emphasis will be placed on predictable partnerships, preparedness and contingency planning, strengthening UNHCR’s internal emergency coordination system, accountabilities in emergencies and up-to-date access to support tools.

The **Regional Centre for Emergency Preparedness (eCentre)** forms part of DESS and is based in Tokyo, Japan. This regional centre works with emergency management stakeholders from government, civil society and UN agencies throughout Asia and the Pacific to promote inter-agency preparedness in the context of humanitarian emergencies. The eCentre conducts innovative field exercises and capacity-building activities; organizes fora to facilitate structured information exchange; and provides tailored training and technical support to operations in the field. It also promotes strategic and operational partnerships, drawing upon its network of alumni in the region.

The mission of UNHCR’s **Field Security Service (FSS)** is to strengthen a culture of security based on sound risk management, allowing the organization to stay and

deliver critical programmes in high risk contexts. Based on the Plan of Action 2013-2015, the main areas of focus include: continuing to provide support and analysis to field operations; strengthening UNHCR's security workforce through recruitment of a suitable staff and professional training; ensuring Headquarters governance and oversight of security measures; maintaining constructive engagement in inter-agency security management forums; and continuing to build staff capacity, with a particular focus on senior managers, field safety advisors, and those staff members who are exposed to risks.

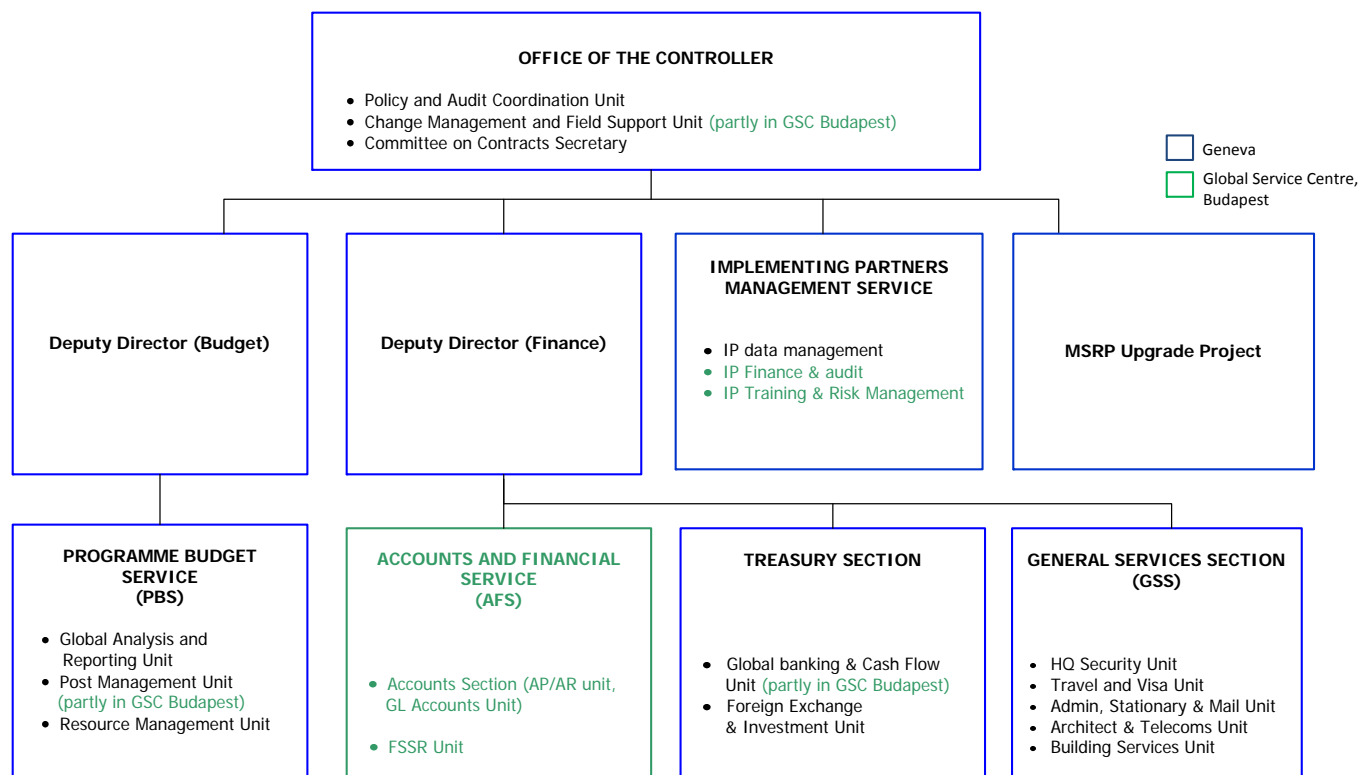
The **Supply Management Logistics Service (SMLS)** ensures timely and efficient delivery of relief items to people of concern, both during emergencies and in ongoing operations. Its strategic document for 2012-2015 (Supply Chain 2015) highlights three main areas of focus for organizational effectiveness: reliable delivery; strengthened emergency response; and enhanced supply workforce management. UNHCR will in the autumn of 2014, undertake a review of its supply chain operations, which will be the basis for the next 3-year strategy aimed at further improvements to the effectiveness and efficiencies of UNHCR's assistance delivery. UNHCR will maintain the network of seven strategically located global stockpiles in Accra, Amman, Copenhagen, Douala,

Dubai, Isaka and Nairobi to ensure the sustainability of the pipeline for core relief items and shelter materials.

Within SMLS, the **Emergency Coordination Unit (ECU)** arranges for the swift delivery of humanitarian supplies at the onset of an emergency from the global stockpiles. During an emergency, the ECU organizes the delivery of core relief items within 72 hours. In order to prepare for new emergencies, the ECU assists country operations in planning, preparing and pre-positioning emergency supplies, in close cooperation with the Regional Bureaux and the ECPR. The ECU has also an overview of capable and reliable local, regional and global freight forwarders to ensure a coherent and effective response during an emergency.

The **Procurement Management and Contracting Service (PMCS)** was established in 2013 with the objective of enhancing global procurement and providing advice, guidance and training to field offices on the procurement process. The Service is responsible for services and goods procurement, vendor performance and quality control. It conducts product market research, sourcing, forecasting, supplier contracts, and manages the Supply Catalogue and global frame agreements.

DIVISION OF FINANCIAL AND ADMINISTRATIVE MANAGEMENT



The **Division of Financial and Administrative Management (DFAM)** establishes and maintains the framework within which UNHCR makes optimal use of the financial resources at its disposal. It is responsible for the issuing of UNHCR's budget proposals to the Executive Committee and for the submission of the annual statement of accounts to the UN Board of Auditors. The Division is furthermore responsible for maintaining and

improving the financial and management controls of UNHCR.

The **Office of the Controller** is responsible for financial policy development. To achieve DFAM's various objectives, the Controller directs the work of the services, sections and units of the Division as presented in the organizational chart above.

The **Policy and Audit Coordination Unit** is the focal point in UNHCR for all audit matters, interacting with both the internal (OIOS) and external auditors (UN Board of Auditors), as well as the Inspector General's Office. The Unit reviews audit findings, coordinates the organization's responses to audit reports and prepares overviews of key audit observations and trends. It also provides expert advice and support on audit-related matters.

The **Change Management and Field Support Unit** supports the field operations and headquarters divisions by analysing the impact of changes in financial, budgetary and administrative policies, procedures and processes. The Unit supports the implementation of corporate change initiatives, such as IPSAS and strengthening financial management capacity.

The **Programme Budget Service (PBS)** is responsible for formulating the organization's budget. The Service monitors the resource needs of UNHCR's operations, providing guidance and advice on the most efficient use of resources. It is responsible for the development of policies, guidelines and mechanisms for budget management processes, as well as related monitoring and control in support of a sound budgetary management system.

The **Accounts and Financial Service (AFS)** is responsible for the production of statutory and management financial information in UNHCR. AFS also provides systems maintenance, support and data processing functions for the budget and financial modules of MSRP. It is through AFS that the Controller issues country financial reports on a monthly basis to field Representatives - a dashboard-type report, with overall resource information under the responsibility of the Representative, which highlights areas where improvement is needed.

The **Implementing Partnership Management Service (IPMS)** leads the development of policies, procedures, guidelines, training programmes and provide support for the field application of the Enhanced Framework for Implementing with Partners. IPMS is also instrumental in the adoption and implementation of a new risk-based management approach, ensuring accountability

compliance and strengthening the capacity of partners and UNHCR. The Service manages the audit certifications of UNHCR-funded projects that are implemented through partners.

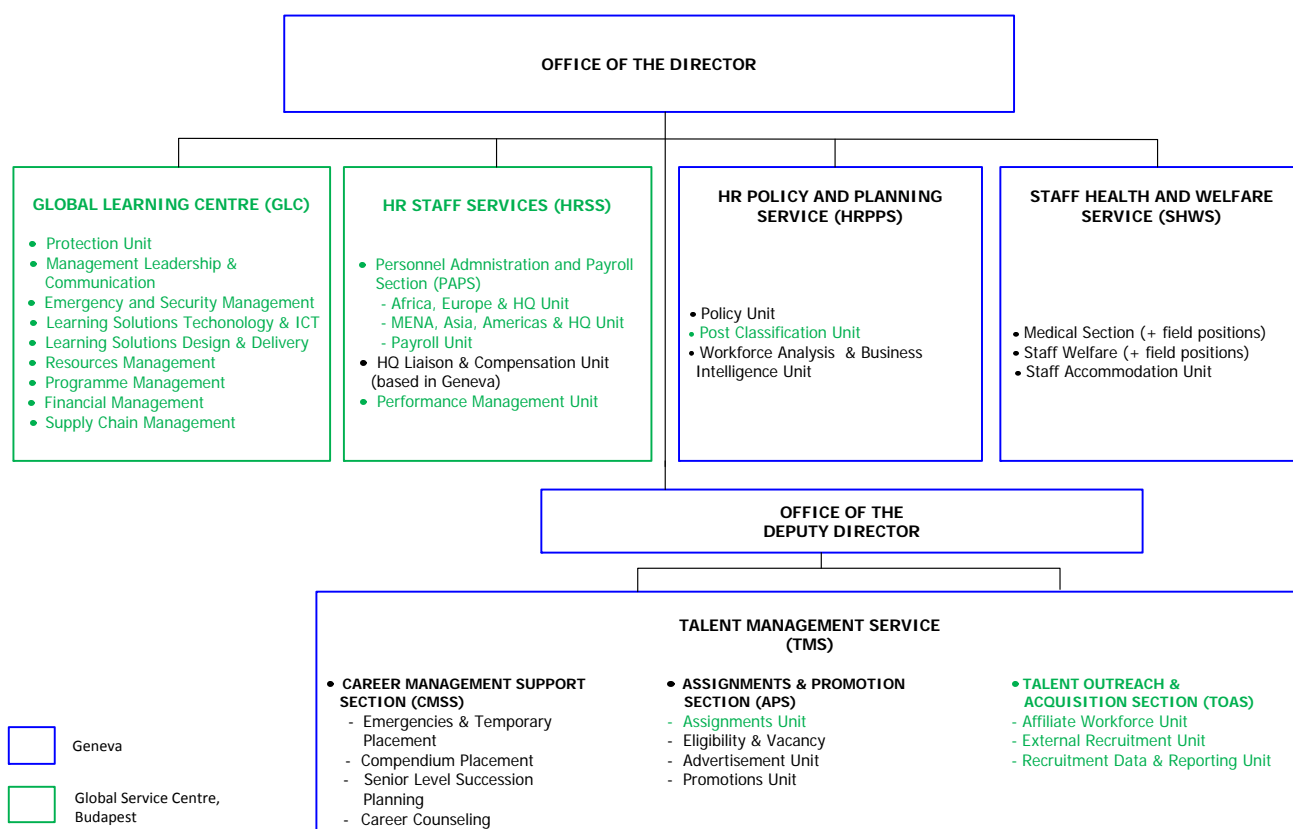
The **Treasury Section** is responsible for safeguarding cash resources, managing foreign exchange and investments and to ensure liquidity across operations. It is also responsible for formulating treasury-related risk management procedures and applying best practices in global treasury management. Treasury is continuously improving UNHCR's global liquidity management by using integrated treasury management systems, together with a centralized cash management approach to further enhance real-time cash positioning, increase efficiencies and effectiveness in accounting and financial control.

The **General Services Section (GSS)** is responsible for UNHCR's building management and security at Headquarters, as well as the administration of official travel originating from Geneva.

The **United Nations Board of Auditors** is the external auditor for UNHCR. The Board performs a yearly audit of UNHCR's financial statements (accounts), in conformity with the International Standards on Auditing, and expresses an audit opinion on the financial statements. The Board also does a performance audit on a number of topics each year. The external audit is carried out by the National Audit Office of the United Kingdom, which was appointed a member of the Board of Auditors for a term of six years as of July 2010.

The **United Nations Office of Internal Oversight Services (OIOS)** provides internal audit services to UNHCR, through staff based in Geneva and in major UNHCR operations. OIOS conducts internal audit assignments and assists the High Commissioner in fulfilling his management functions and 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 prepared in consultation with UNHCR management and other oversight bodies and is based on a risk assessment of UNHCR's operations.

DIVISION OF HUMAN RESOURCES MANAGEMENT



The **Division of Human Resources Management (DHRM)** reports to the Deputy High Commissioner. DHRM is accountable for the formulation and implementation of human resources policies and strategies to support UNHCR and its personnel in responding rapidly and flexibly to operational requirements, in often challenging environments, and to uphold sound principles and practices for staff development, welfare and integrity in a service-oriented manner. In doing so, DHRM maintains a global oversight of staff management across the organization; assesses and analyses staff profiles and emerging trends; and strives to steer the organization towards sustainable human resources strategies, aiming at the recruitment and retention of the most qualified and best-performing personnel.

The **Office of the Director**, based in Geneva, supervises and oversees the Division and is in charge of directing and communicating an integrated human resources approach, fully able to respond strategically to operational and organizational concerns on workforce issues. Given the nature of UNHCR's work, a primary goal for DHRM is to have a high degree of flexibility in the workforce in order to be able to ensure a quick and appropriate response according to operational needs.

HR Staff Services (HRSS) is based in Budapest and oversees functions related to personnel administration, payroll and performance management. HRSS is responsible, in particular, for ensuring that all staff members benefit from entitlements in accordance with UN staff rules; and that the Payroll Unit functions efficiently in full respect of financial rules. The Service includes the HQ Liaison and Compensation Unit based in Geneva. HRSS also

advises the Director of DHRM on the development of methodologies to meet changing organizational needs; ensures implementation and consistent application of administrative instructions; monitors and evaluates the effectiveness of those instructions; and recommends changes to the Director.

The **HR Policy and Planning Service (HRPPS)**, based in Geneva, is responsible for developing human resources policies in UNHCR and ensuring quality services to HR advisory bodies. Additionally, this Service provides workforce analysis, and post-classification functions for the organization (in 2015, the Post Classification Unit will be outposted to Budapest). HRPPS also advocates for UNHCR positions and interests on HR matters with partners in the UN system, with the UN Secretariat (OHRM); the HR Network, and HR policy departments in other UN organizations.

The **Global Learning Centre (GLC)**, located in Budapest, coordinates, designs and delivers learning activities for staff – and to a lesser extent for partners – in line with UNHCR's strategic priorities. The GLC provides a wide range of diverse programmes using both distance and face-to-face methodologies to support organizational performance and career development in an efficient and cost-effective manner.

The **Staff Health and Welfare Service (SHWS)**, located in Geneva, is composed of the **Medical Section**, the **Staff Welfare Section** and the **Global Staff Accommodation Unit**.

The **Medical Section** at HQ, and its three regional offices, is responsible for monitoring, promoting and maintaining the health and safety of all UNHCR staff members.

The Medical Section manages a central repository of medical records for UNHCR staff. It is engaged in health promotion and concentrates on occupational health hazards and their prevention. At the same time, the Medical Section provides health protection to staff, by monitoring and following-up to medical evacuations, and advising and counselling staff on any physical or mental health issue they may have.

The **Staff Welfare Section** is responsible for promoting mental and psychosocial health, by mitigating stress-related hazards, especially in field operations with high-security challenges and hardship living conditions. Counsellors at Headquarters, as well as in regional offices and specific operations provide trauma interventions, and support the implementation of preventive procedures such as pre- and post-deployment psychological debriefings.

The **Global Staff Accommodation Unit** is responsible for supporting field operations in making UNHCR minimum standards of working and living conditions available to all UNHCR staff worldwide, contributing to the Service's mandate to enhance staff health and welfare through appropriate physical working and living arrangements. The Accommodation Unit also pioneers innovative and durable accommodation solutions in the areas of green energy generation, water filtering and pumping.

The **Talent Management Service** consists of three sections - two located in Geneva and one in Budapest: the Geneva-based **Career Management and Support Section** and the **Assignments and Promotion Section**; and the Budapest-based **Talent Outreach and Acquisition Section**.

The **Career Management Support Section (CMSS)** will continue to adjust its role and structure to the changing needs of UNHCR and its staff, through effective linkage between posting, career management and training. It provides individual career counselling and, jointly with the Global Learning Centre, staff development opportunities to staff members. CMSS provides regular delivery of career-support activities to field-based colleagues through career planning/career transition workshops adapted to specific country operations. It plays a key role in all aspects of staff placement: regular postings process, emergency staffing/Fast Track (FT) assignments, temporary assignments (TAs), SIBA placement/prevention, etc. CMSS' priorities in 2015 will include: a focused and structured approach to leadership development; the introduction of staff profiles; and close interaction with functional Divisions to ensure an effective link between their staffing needs/projections and staff profiles/development.

The **Assignments and Promotions Section (APS)**, comprises three units: the Eligibility and Assignments Unit, the Vacancy Management Unit and the Promotions Unit/Assignments Committee Secretariat. APS plays an integral role in the assignments process under the Policy and Procedures on Assignments (PPA) for all positions in the International Professional category ensuring that positions are advertised in two compendia (March and September), as well as the advertisement of ad hoc positions created as a result of emergency situations, for

which fast track procedures apply. APS, in conjunction with CMSS, consults with staff and managers to match applicants to vacant positions. In addition, APS the assumes secretariat functions for the matching process, and for the Joint Review Board (JRB), as well as providing full oversight of all assignments.

The Promotions Sub-unit of APS is located in Budapest and is responsible for preparing data and documentation related to the promotions of staff members in the International Professional category, as well as organizing and providing secretariat support for an annual promotions and recourse session. The Assignments Committee Secretariat is responsible for the vacancy management of all advertised positions in the General Service category in Geneva as well as Field Service positions worldwide, assuming secretariat functions for the HQ-Geneva Assignments Committee (AC). It is also responsible for providing guidance and advice to local and regional ACs worldwide and has an oversight role to ensure that the Policy and Procedures of Locally Recruited staff (PPAL) is applied consistently by all.

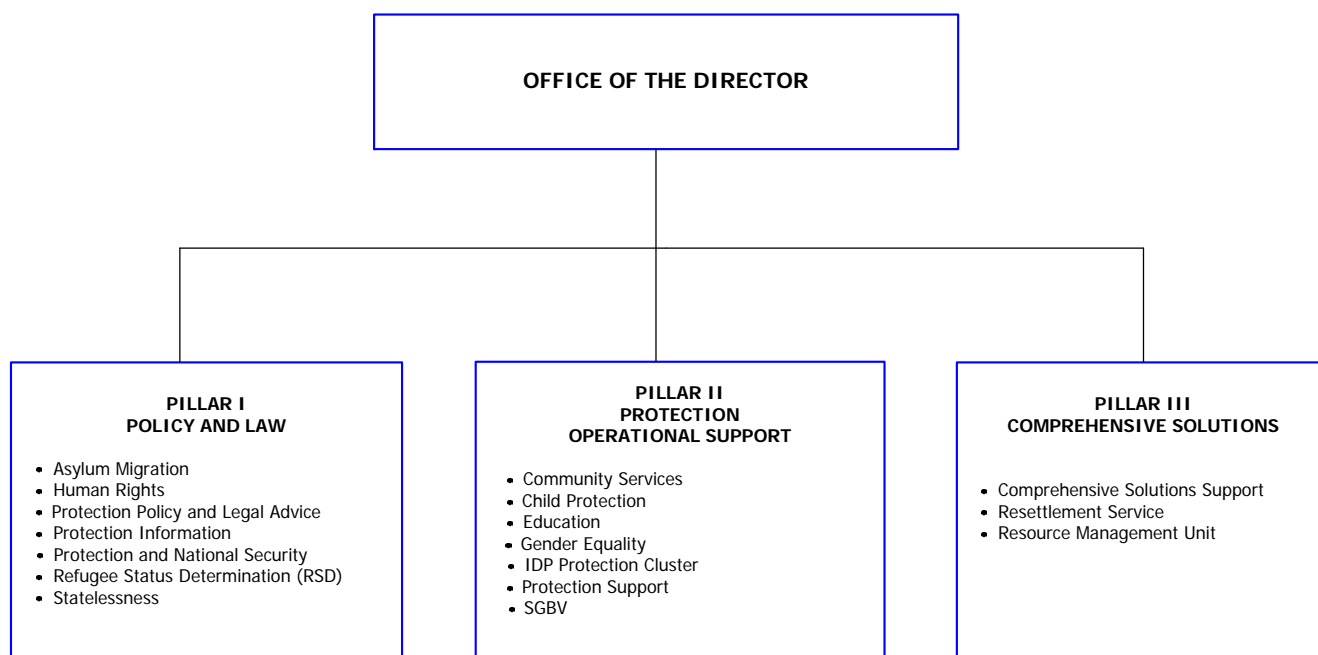
The **Talent Outreach and Acquisition Section (TOAS)** was established in Budapest in 2014 to implement UNHCR's strategies related to the outreach and acquisition of talent. The Section comprises three units; the External Recruitment Unit, the Affiliate Workforce Unit, and the Recruitment Data and Reporting Unit, all based in Budapest.

The **External Recruitment Unit** aims at attracting external talent to the organisation through three major programmes, namely: The Entry-Level Humanitarian Professional Programme (EHP) which is targeted at young professionals with the right background and some experience in a particular functional area; the Capacity-Building Initiative (CBI) which is targeted at more experienced professionals in particular functional areas, with the aim of bringing capacity in to UNHCR in new functional areas, or in areas where UNHCR lacks capacity in terms of the number of qualified staff; and the Humanitarian Response Pool, mainly targeted at emergency deployments through the advertisement of functional profiles covering core UNHCR areas.

The **Affiliate Workforce Unit**, based in Budapest, is the focal point and business partner coordinator for UNHCR's programmes with UN Volunteers (UNVs), the United Nations Office for Project Services (UNOPS), Junior Professional Officers (JPOs), and consultants and contractors. The Unit is UNHCR's main interlocutor with UNV in Bonn and with UNOPS in Copenhagen. It also coordinates the JPO scheme with all participating donor governments and, in coordination with headquarters units and field offices, identifies JPO requirements and facilitates deployment.

The **Recruitment Data and Reporting Unit** provides all the necessary recruitment indicators to guide the management of recruitment processes and development of future strategies in line with UNHCR's strategic objectives. In addition, it is responsible for the grading of external candidates prior to recruitment.

DIVISION OF INTERNATIONAL PROTECTION



The **Division of International Protection (DIP)** has three pillars: Policy and Law, Protection Operational Support and Comprehensive Solutions. Together, they develop global protection policy; contribute to standard-setting and progressive development of international law and standards in the area of forced displacement and statelessness matters; provide guidance on complex international law and protection policy issues pertaining to all categories of populations of concern and UNHCR's operations; lead the age, gender and diversity approach; provide support to field operations and other headquarters' entities on protection policy, legal and operational matters relating to forced displacement and statelessness matters, from both protection and durable solutions perspectives.

The **Office of the Director** provides leadership to the Division with regard to legal issues and policy formulation, as well as support to field operations. It guides headquarters Divisions and Bureaux and field operations on global protection issues, particularly in the context of protection support to and strategy formulation in emergencies.

Pillar I covers Protection Policy and Legal Advice, Asylum and Migration, Human Rights, Statelessness, Refugee Status Determination and Protection and National Security.

The **Protection Policy and Legal Advice (PPLA) Section's** mission is to advance international legal standards on the protection of asylum-seekers and refugees, and to provide thematic doctrinal advice and guidance to governments and the field. In 2015, staffing will be restructured in order to respond to the increasing number of requests to intervene as a third party in court cases at international, regional and national levels.

The **Asylum/Migration Unit** ensures UNHCR's engagement in international migration issues as they relate to forced

displacement and statelessness. The Unit supports the regional Bureaux and field offices on advocating for protection-sensitive, comprehensive regional approaches to mixed movements in Asia, Africa, the Mediterranean, the Americas and the Gulf of Aden. The Unit also supports UNHCR's engagement in global migration processes, including the Global Migration Group and the Global Forum on Migration and Development.

The **Human Rights Liaison Unit** engages with the human rights mechanisms of the United Nations to strengthen the international legal framework on people of concern, and to mainstream and promote the effective use of human rights as advocacy and complementary protection tool in all areas of UNHCR's work. This includes, for example, providing written submissions for the Universal Periodic Review process, and confidential comments to Human Rights Treaty Bodies; engaging in negotiations on a number of resolutions of the Human Rights Council, ensuring that the needs of people of concern to UNHCR were adequately reflected; and supporting the work of relevant thematic and country specific Special Procedures Mandate Holders in the framework of the Human Rights Council.

The **Statelessness Section** develops doctrine and tools on statelessness and provides support to country operations and external actors under UNHCR's statelessness mandate. The Office's capacity in this area will be further reinforced in 2015 through an increased number of regional statelessness officers, ensuring coverage of all regions by dedicated statelessness staff. UNHCR launched the Campaign to End Statelessness in 10 Years in November 2014, the strategy for which is set out in the Global Action Plan. The Statelessness Section will promote the implementation of the Global Action Plan including through support to UNHCR country offices, provision of technical advice for nationality law and policy reforms, and through regional and country-level meetings with governments to exchange best practices in addressing statelessness.

In 2015, the **Refugee Status Determination (RSD) Unit** and **Protection Information Unit (PIU)** will merge to become the **RSD Section**, responsible for developing and implementing UNHCR RSD and RSD-related strategies, as an integral part of UNHCR's broader protection and solutions strategies.

The Section will continue to strengthen international refugee protection by enhancing the quality and efficiency of UNHCR and State RSD procedures. The Section will continue to oversee RSD procedures and decision-making, and provide support through training, legal and procedural advice, expert missions and deployments. It will also continue to strengthen UNHCR's RSD response in emergency and other special operations, and to enhance UNHCR's RSD staffing structures.

The Section will also issue country-specific policy guidance documents, with priorities being determined based on needs and identified divergences in decision-making practices. It will work intensively with States and intra-State organizations, seeking to ensure that the country of origin information (COI) available to decision-makers in different jurisdictions is of the highest possible quality. Work with partners on the production of COI reports, and training on COI research skills and the correct use of COI in decision-making on asylum claims will continue.

The **Protection and National Security Unit** leads efforts to ensure that measures to counter terrorism and other threats to national or international security, as serious crimes and other serious threats to public order, comply with international legal obligations towards people of concern to UNHCR. The Unit also monitors legal and policy developments in the area of exclusion from international refugee protection. It provides guidance and advice on legal and policy issues, including through individual case review, as well as training on exclusion, extradition and national security issues for UNHCR staff and government officials in regions dealing with complex caseloads.

Pillar II includes Community-Based Protection, Child Protection, Sexual and Gender Based Violence (SGBV), Gender Equality, Education, Protection Support and IDP and Global Protection Cluster Units.

The **Child Protection Unit** will continue the roll-out of the Framework for the Protection of Children, launched in 2012, as well as providing operational support and technical support in the development of multi-year country-level child protection strategies. It issues guidance notes and webinars on key child protection issues which are disseminated to the field. The Unit responds to the critical needs of unaccompanied children and other children at risk of secondary movement, smuggling and trafficking, including through the implementation of the comprehensive multi-year initiative to minimize these protection risks which has been launched in 2014 in the Horn of Africa.

The **Sexual and Gender Based Violence (SGBV) Unit** provides technical guidance and operational support

on SGBV prevention and response, develops training tools and builds partnerships to strengthen UNHCR's protection work in this area in close collaboration with the senior regional protection officers (SGBV), and a network of six emergency staff with dedicated SGBV responsibilities.

In 2015, the **Gender Equality Unit** will continue to fine-tune the incorporation of the Age, Gender and Diversity (AGD) Accountability Framework into UNHCR's online planning and reporting system (AGD Accountability Report). The unit is working with the Women's Refugee Commission on a guidance note including a compendium of actions-by-sector. UNHCR remains an active member of the GenCap Steering Committee.

The **Community-Based Protection Unit** focuses on enhancing UNHCR's organizational capacity to deliver community-based protection through the issuance of guidance, including targeted support to country operations. The Unit promotes good practices and develops global training packages, for example in the areas of disability inclusion and protection of LGBTI people of concern, while continuing to pursue the multi-year transition of the community services function to community-based protection.

In 2015, the **Education Unit** will assist over 25 operations to implement country-specific education strategies for increasing access to quality education, with a strong focus on monitoring. Expansion of education access for young people will strengthen accelerated education programmes, in collaboration with a network of education agencies. Focusing on the role of education in supporting durable solutions, UNHCR will continue to advance the goal of integrating children of concern in national education systems through strengthening a broad partnership base with Ministries of Education and other education actors.

The IDP and Global Protection Cluster units support an enhanced institutional response to IDP situations in the field, while promoting effective advocacy on globally relevant protection issues.

The **IDP Unit** aims to strengthen UNHCR's institutional response in protection and assistance in situations of internal displacement. It guides UNHCR's operational engagement through planning processes with field operations, Bureaux and Divisions, while providing targeted and timely responses during emergencies. In cooperation with the Special Rapporteur on the Human Rights of Internally Displaced Persons, IDMC, The Brookings Institute, OHCHR, OCHA and other partners, the IDP Unit facilitates consultation and training on the Guiding Principles on Internal Displacement, and promotes a normative framework for internal displacement, which includes support for the ratification and implementation of the Kampala Convention.

The **Global Protection Cluster (GPC) Unit** serves as a support unit to the GPC to provide inter-agency policy advice and guidance on protection and implementation of the cluster approach in 32 Clusters and other

protection coordination mechanisms worldwide. In 2015, the GPC will continue to strengthen its support for field operations and enhance global engagement on protection in internal displacement. Issues requiring strategic planning and advocacy are addressed through the coordinated efforts of the GPC Support Cell, the GPC Areas of Responsibility (AORs), and strengthened collaboration with key operational UN agencies and international NGOs in the area of protection.

The **Protection Support Unit** provides operational protection support for both refugee and IDP emergencies, and for ongoing operations in coordination with Bureaux, support Divisions and field operations. Specific support includes staffing and deployment capacity for protection, guidance on protection strategies, protection information management, and the development of tools for protection in emergencies.

Pillar III is comprised of the Resettlement Service, the Comprehensive Solutions Unit and the Resource Management Unit.

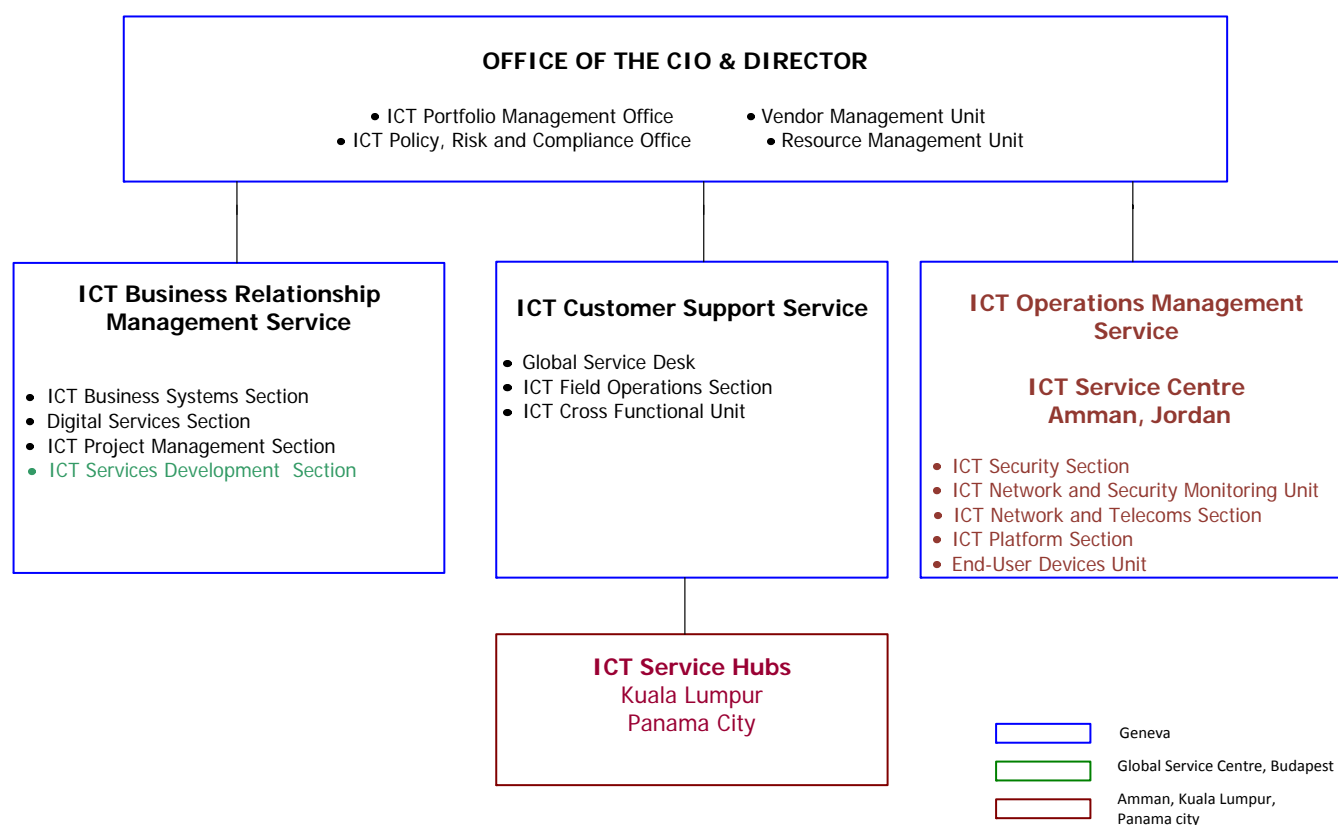
The **Resettlement Service** advances UNHCR's global resettlement agenda by promoting resettlement as an integral component of comprehensive protection and solutions strategies, and ensuring that durable solutions are applied in a complementary manner to maximize solutions opportunities for a higher number of refugees. In partnership with governments and other resettlement partners, it provides substantial support to the Core Group on Resettlement of Syrian refugees

which is helping to mobilize pledges towards the High Commissioner's call for resettlement and other forms of admission. The Congolese refugees in the East and Central Lakes region in Africa are another priority situation for the Resettlement Service in 2015. The Resettlement Service will continue to revise current guidelines addressing fraud committed by refugees, and will participate in multi-functional technical anti-fraud assessment missions to provide support and advice to UNHCR operations dealing with resettlement priority situations.

In collaboration with the Solutions Steering Group, as well as with other parts of DIP, the **Comprehensive Solutions Unit** supports regional bureaux and field offices in the design, development and implementation of comprehensive protection and solutions strategies. The Unit works with other parts of the division to develop and test guidance materials and provides technical advice on the operational protection aspects of solutions including: context mapping; voluntary repatriation, including intention surveys; protection sensitive migration opportunities; cessation processes; the right to dignified work; housing land and property; and access to justice and other areas. Collaboration with development and other actors working in rule of law and governance is leading gradually to shared guidance and to greater operational predictability.

The **Resource Management Unit** facilitates operational activities by providing human resources, financial and administrative support to the Division.

DIVISION OF INFORMATION SYSTEMS AND TELECOMMUNICATIONS



The **Division of Information Systems and Telecommunications (DIST)**, is responsible for ensuring that UNHCR takes advantage of cost-effective information and communications solutions that enable and facilitate UNHCR’s execution of its mandate.

Led by the Chief Information Officer (CIO) and Director of DIST, the **Office of the Director** is responsible for providing leadership and support in information technology for UNHCR worldwide. The CIO is responsible for technology strategy and planning, performance and results, policy formulation, investment planning and oversight, compliance and audit coordination, supplier relationship management, and resource management.

Within this office, the **Resource Management Unit**, located in Geneva and Amman, provides all administrative, budgetary, financial, human resources, and supply support functions to DIST. A significant portion of this unit is based in Amman with responsibility for procurement, warehouse, and inventory management – in particular to support operational emergencies.

The **Vendor Management Unit**, located in Geneva and Budapest, maintains direct relationship with external vendors which provide services to the organization. The focus of this unit is on the contractual aspects of vendor management, overseeing public tenders for ICT goods and services, the vendor review and negotiation process, and interaction with the Legal and Supply functions within UNHCR.

The **ICT Portfolio Management Office** maintains the portfolio of all ICT projects and programmes. It acts

as the liaison between DIST and the ICT Governance Board to ensure that information technology investments are justified by sound business cases, linked to organizational business plans, aligned with the enterprise information-technology strategies, and leveraged to the maximum extent reasonable for the benefit of the organization.

The **Policy, Risk and Compliance Office** is responsible for developing and maintaining the catalogue of ICT Policies and Guidelines and acts as the focal point within DIST for all audit reviews of ICT systems and any follow-up recommendations.

The **Business Relationship Management Service** focuses specifically on building strategic partnerships with the Divisions and Bureaux, which result in enhanced use of ICT to support and improve UNHCR’s operations in the field and at headquarters. This service is responsible for partnering with the Divisions and Bureaux to ensure that the services provided by DIST are fit for purpose, and meet the ICT support needs of the organization.

Within this service, the **ICT Business Systems Section** is responsible for the day-to-day running of UNHCR’s portfolio of refugee-related software systems, including leadership and coordination of maintenance and improvement activities, as well as responses to address system malfunctions and disruptions.

The **ICT Project Management Section** oversees all ICT projects and ensures that UNHCR standard project methodology is followed, and that project reviews are completed throughout the development lifecycle.

The **Service Development and Support Section** is directly responsible for the delivery of new applications, enhancements to existing applications, and business as usual or ongoing support. It interacts directly with the Managed Service Partner for Applications Support and Maintenance, ensuring that the partner operates within the agreed service level agreements.

The **Business Relationship Management Team** provides focal points for all Divisions and Bureaux as well as specific leads for critical application areas, in order to: provide support to operations, including emergency preparedness and response, in particular the ICT response to emergencies (Bureaux); interact with colleagues in the Divisions and Bureaux in the identification, development and delivery of non-MSRP information management systems and databases; and interact with DIST's business partners in the delivery of applications that support UNHCR direct protection services for refugees, including registration, refugee status determination and resettlement; interact with DIST's business partners in the delivery of results-based management applications and solutions; interact with DIST's business partners in the delivery of collaborative systems (Intranet, SharePoint, Social Media, etc.) as well as in the delivery of digital services, online innovation, etc.

The **Customer Support Service** has overall responsibility for the provision of quality services to the UNHCR user community, consisting of staff, affiliate workforce, and the many implementing partners who assist the organization in the delivery of its core mandate. The Service liaises with external service providers to ensure that the delivery of service meets the agreed standards.

Within the service, the **Global Service Desk** is responsible for registering and ensuring the resolution of all ICT incidents and service requests raised by the community of end-users of ICT services across the organization. The unit comprises of two major functions: Incident Management and Identity Management. The Incident Management team is the single point of contact for interruptions or breaks in ICT services (applications and infrastructure). Service Desk analysts are located in Kuala Lumpur, Amman, Budapest, and Panama to ensure a follow-the-sun approach, maximizing coverage for the majority of UNHCR staff irrespective of their location. The Identity Management team is responsible for the day-to-day provision and maintenance of access to the many ICT systems under DIST's custody, including the global user directory and application-specific access, such as MSRP.

The **ICT Field Operations Section** provides the direct link between DIST and the many ICT staff in the field, with a direct reporting line to Regional ICT staff, and functional supervision of all international and local ICT staff. It takes the lead in ensuring that emergency operations

have adequate ICT resources (equipment and staff) and leads the deployment of ICT resources in emergency situations. It coordinates closely with the Chief, Business Relationship (Bureaux), to ensure effective emergency coordination with Bureaux and Executive Management at Headquarters, as well as to see that DIST has in place the structure, processes, resources and capacity for emergency preparedness and response.

The **ICT Cross Functional Unit** is responsible for a series of functions that straddle the three DIST services. These include change management, asset management, and configuration management.

The **ICT Operations Service** has overall responsibility for delivering and maintaining the common ICT Infrastructure, which is the foundation of all services provided by DIST. Located primarily in Amman, the Service manages the operational (day-to-day) interaction with the providers, through the service delivery management process.

Within the Service, the **ICT Security Section** is responsible for developing policies and standards in relation to ICT security in both Applications and Infrastructure and ensuring compliance. It is also responsible for evaluating the security mechanisms that are already in place and in making recommendations for improvements or corrective action.

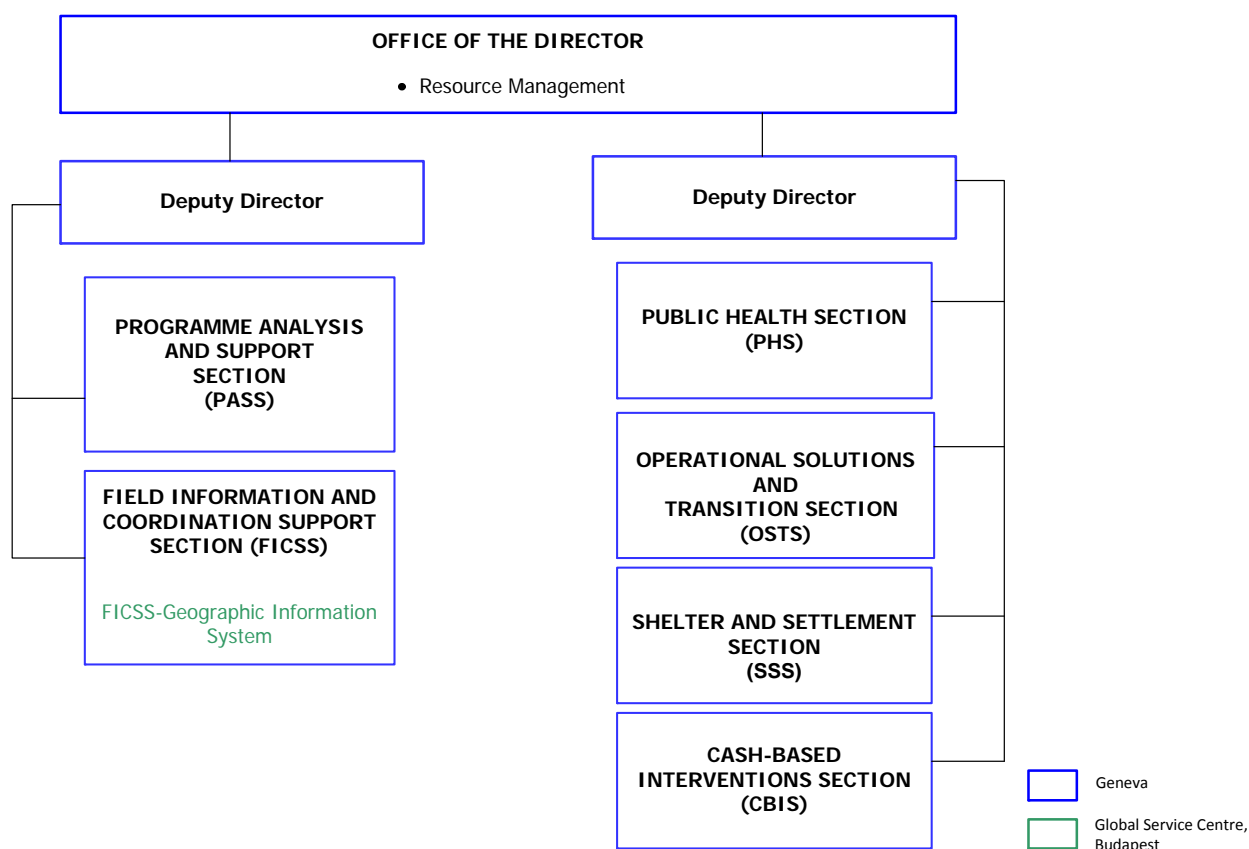
The **ICT Network and Security Monitoring Section** is responsible for the overall monitoring of the UNHCR Global ICT Infrastructure and Services. It ensures that all major incidents are recorded and followed-up on to avoid repetitive failures, and escalates unresolved incidents to the appropriate level.

The **ICT Network and Telecoms Section** is responsible for the overall delivery of Local and Wide Area Network services on which all other services rely, and for DIST's medium and long-term network and telecommunications strategy to extend UNHCR's reach directly to the final point of delivery in deep-field locations.

The **ICT Platform Section** is responsible for the overall delivery of UNHCR's Platform-as-a-Service, inclusive of all underlying Infrastructure-as-a-Service, where applicable. It will develop and implement common platform services on which UNHCR's corporate applications can operate and will also directly manage the hosting arrangements with outsourced service providers.

The **End-User Devices Unit** is responsible for the overall delivery and common standards for UNHCR's end-user devices configuration and support services, including desktops, laptops, tablets, and other mobile devices at Headquarters and in the field.

DIVISION OF PROGRAMME SUPPORT AND MANAGEMENT



The Division of Programme Support and Management (DPSM) works to provide the knowledge, guidance and tools necessary to design and deliver UNHCR programmes that demonstrate quality, technical integrity and innovation.

The Division leads efforts to strengthen results-based management (RBM) within UNHCR and to ensure that planning, implementation and key management decisions are based on evidence and sound analysis. DPSM sets strategies, policies and standards and develops practical guidance and tools across a wide range of technical areas, from public health to food security and nutrition, water sanitation and hygiene, shelter and settlements, durable solutions, livelihoods and self-reliance, domestic energy, environmental management, registration, information management and statistics.

DPSM directly supports field operations through the deployment of experts and through global technical specialist networks, placing the highest priority on responding rapidly and effectively in emergencies. The concept of protection guides all dimensions of DPSM's work which is supported through collaboration and strong partnerships with all of UNHCR's key partners.

The Division manages its diverse and challenging agenda through two pillars, covering a) programme and operational data management; and b) technical support.

The Programme Analysis and Support Section (PASS) provides guidance on programme planning, implementation, monitoring and analysis. The Section

promotes a culture of RBM by continually improving its frameworks, systems and tools, including *Focus* and the *Global Focus* web portal, with particular emphasis on meeting UNHCR's Global Strategic Priorities.

The Field Information and Coordination Section (FICSS) leads operational data management, focusing on registration and biometrics, information management, GIS and mapping technologies, statistics, surveys and profiling, and needs assessments. The Section also co-leads the Global CCCM Cluster alongside IOM.

The Public Health Section (PHS) oversees UNHCR's programmes in public health, HIV and reproductive health, nutrition and food security, and water, sanitation and hygiene (WASH). The Section monitors progress in these areas using the data recorded in Twine, UNHCR's health information system.

The Operational Solutions and Transition Section (OSTS) promotes durable solutions for refugees through support to field operations and the strengthening of key linkages with development actors. The Section also supports energy and environment interventions and livelihood programmes that build up refugees' self-reliance.

The Shelter and Settlement Section (SSS) provides technical support for the development of global and country-level shelter strategies and planning. Through research and development, the Section offers field operations improved shelter solutions and site planning options. It also co-leads the Global Shelter Cluster in partnership with the IFRC.

Established in 2014, the **Cash-Based Interventions Section (CBIS)** is working to develop improved methodologies and tools for coordinated needs assessments, programme design, monitoring and communicating with refugees and other affected populations. ECHO has provided an Enhanced Response Capacity grant to support these efforts to UNHCR, which the Section is coordinating through a coalition of partner agencies. The project is

focusing on support for implementing and evaluating multipurpose grants while mitigating protection risks.

The Division plays a key role in the Solutions Steering Group in bringing greater focus and coherence to UNHCR's work in this area and also significantly strengthened technical support to field operations.