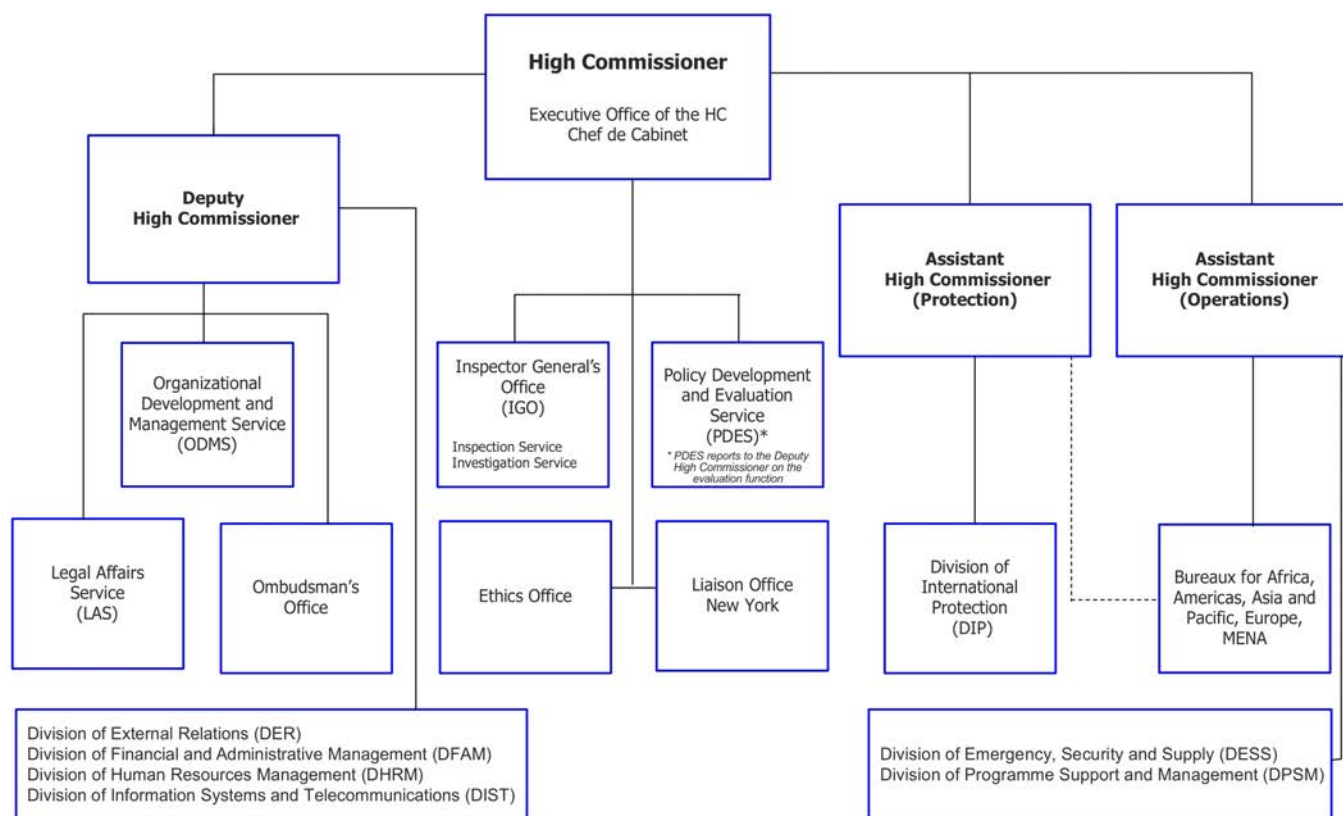


OPERATIONAL SUPPORT AND MANAGEMENT

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 leads an Innovation Unit. The Controller and Director of the Division of Financial and Administrative Management (DFAM), as well as the Directors of the Divisions of External Relations (DER), Human Resources Management (DHRM), and Information Systems and

Telecommunications (DIST), all report directly to the DHC, who also supervises the Heads of the Legal Affairs Service (LAS) and the Organizational Development and Management Service (ODMS), as well as the Ombudsman.

The function of the **Assistant High Commissioner for Protection (AHC-P)** oversees 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 also guides the activities of the Division of International Protection (DIP) and interacts with the Policy Development and Evaluation Service (PDES) on protection policy issues. The AHC-P collaborates closely with the Assistant High Commissioner for Operations (AHC-O), providing strategic direction for operations, including of the Annual Programme Review through the Troika review process.

In 2014-15, the **Assistant High Commissioner for Operations (AHC-O)** will provide oversight for the mobilization of support for emergency operations. This includes the continuation of the AHC-O's lead role in the overall coordination of UNHCR's response to the Syria Situation. UNHCR will respond to new emergencies as they unfold, while continuing to consolidate the emergency responses recently mounted in Burkina Faso, Cameroon, Chad, the Democratic Republic of the Congo (DRC),

Egypt, Ethiopia, Iraq, Jordan, Lebanon, Mali, Mauritania, Myanmar, Niger, Rwanda, South Sudan, Sudan, Syria, Turkey, and Uganda, all of which have necessitated the deployment of central emergency capacities and technical support. Based on lessons learned from these emergencies, UNHCR will update its emergency policy and procedural guidance to further streamline the organization's ability to lead a timely and effective inter-agency response to refugee emergencies, and to deliver on its cluster lead responsibilities in the context of other humanitarian emergencies.

The AHC-O will continue to work on strengthening partnerships at all levels, including with the Inter-Agency Standing Committee (IASC) on the Transformative Agenda. Two joint missions undertaken in 2013 with UNICEF and WFP will help UNHCR better understand and apply lessons and experiences from the Field to the global partnership discussions.

Recognizing the contributions and particular importance of local NGOs and community-based organizations to UNHCR's operations – including their access to populations of concern and sustained presence in our countries of operation – the AHC-O is encouraging initiatives to invest in local and national NGOs.

The **Inspector General's Office (IGO)** currently has three core functions: inspections of the quality of management of UNHCR operations and Headquarters entities; investigations into allegations of misconduct by UNHCR personnel; 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 image, credibility or assets.

In June 2013, supported by the findings of two independent studies commissioned by UNHCR in response to a recommendation by the Board of Auditors, the High Commissioner decided to proceed with planning for an integrated oversight function in UNHCR. A key component of this is the incorporation of the internal audit function currently carried out for UNHCR by the Office of Internal Oversight Services (OIOS). The IGO is entrusted with coordinating the efforts of various divisions and oversees the implementation plan for the establishment of an Internal Audit Service within a reconfigured Division of Oversight Services. It is expected that the Office of Internal Oversight will function by the end of 2014/early 2015.

An independent peer review of the IGO's investigation function is to be carried out as recommended by the Board of Auditors in their 2013 report. The aim of this review will be notably to benchmark current practice and capacity against appropriate standards. Implementation of the recommendations of the peer review will take place throughout 2014 and 2015.

UNHCR's **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 located in the High Commissioner's Executive Office and is represented on UNHCR's Senior Management Committee.

In March 2013, OIOS completed a peer review of the evaluation capacity of UNHCR, based on the norms for evaluation in the United Nations Evaluation Group (UNEG) promulgated in 2005. The report contained a number of recommendations to UNHCR to enhance compliance with UNEG evaluation standards. Pursuant to these recommendations, a comparative

review will be carried out into the existing evaluation policy of PDES, based on the UNEG norms of 2005. In addition to this, the 2013-2014 workplan includes a series of thematic studies.

PDES 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 will continue to ensure 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 UN Headquarters, advancing the organization's policy positions and operational concerns. LONY promotes the needs of people of concern to the High Commissioner, working with the various UN offices and bodies in New York, including the General Assembly and its subsidiary bodies, as well as the Security Council. Through its collaboration with key UN entities, such as DPKO, DPA, OCHA, the Peacebuilding Support Office, as well as agencies including UNDP, UNICEF, UN Women and WFP, the Liaison Office provides advice to the High Commissioner on evolving political and policy matters and keeps Headquarters and the Field informed of developments in New York.

The **Ethics Office** was established in September 2008, with the objective of making all staff members understand, observe and perform their functions in line with the highest standards of integrity. It works to foster a culture of respect, transparency and accountability throughout the organization, as required by the UN Charter, Code of Conduct, staff rules, regulations and policies.

It is responsible for setting and developing ethical standards in collaboration with the UN Ethics Office, for promoting and disseminating ethics-related policies and providing guidance to individual staff members and management on ethical standards to address and prevent problems. It coordinates and provides support in the periodic delivery of refresher courses on Code of Conduct to all 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 Ombudsperson.

Reporting directly to the Deputy High Commissioner, the **Organizational Development and Management Service (ODMS)** is tasked with maintaining, through a process of internal consultation and dialogue with the Bureaux, Divisions, Services and the IGO, a strategic overview of UNHCR's system of management and organizational design, with a view to providing advice and support to organizational development and management initiatives.

In 2014, ODMS will continue to follow up on the issue of regionalization and will, in collaboration with the relevant Bureaux and Divisions, monitor, assist, and provide guidance on the implementation of recommendations, including questions of delegation of authority; lines of communication; the composition of countries which make up a regional grouping; the division of labour between a regional office and the country in which it is located; logistic challenges; and staff welfare issues.

Within the context of the High Commissioner’s ongoing simplification initiative, ODMS will continue to seek areas where simplification can be achieved. In 2014, ODMS will also consolidate simplification initiatives commenced in 2013, namely: the posting process and other DHRM-related issues (compendia, fast-track, performance appraisal, rebuttal); reporting requirements; the Annual Programme Review and other processes. To strengthen organizational management, ODMS will continue to provide support in the prioritization and timely follow-up to audit findings and recommendations in relation to overall management and structures. As the custodian of the Global Management Accountability Framework (GMAF), ODMS will continue to ensure that the latter is regularly updated to reflect any new policies, rules and procedures.

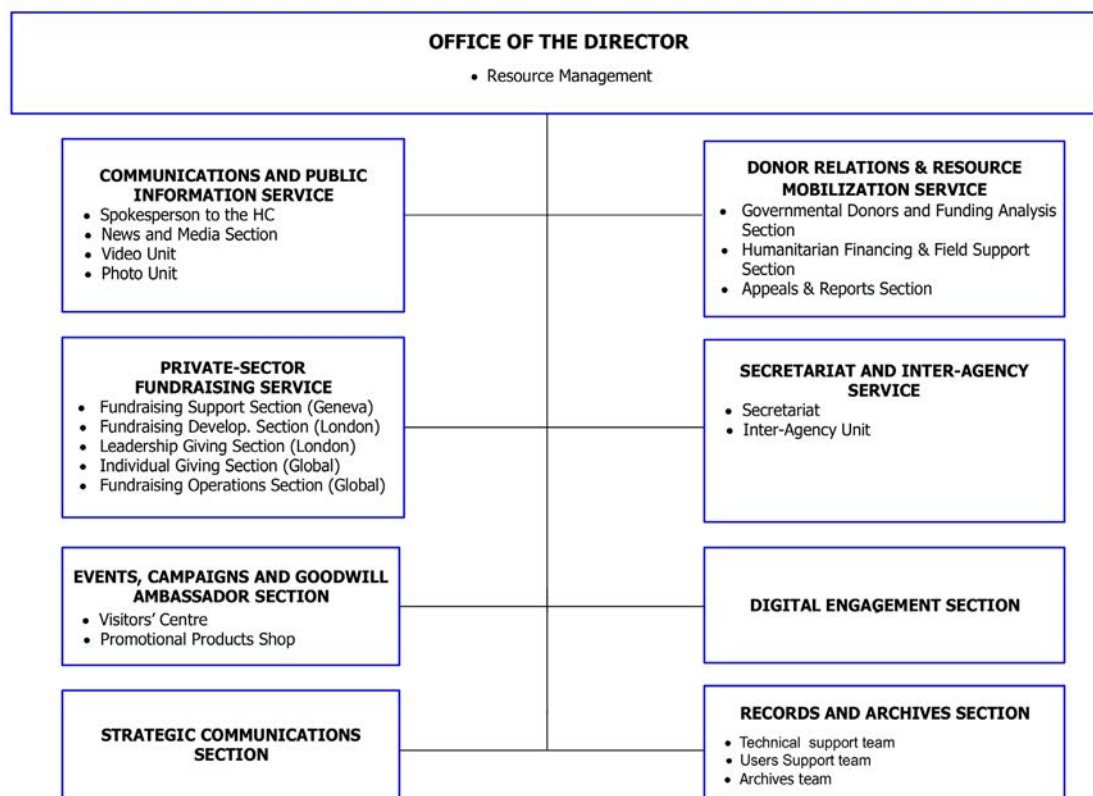
The **Legal Affairs Service (LAS)** is UNHCR’s central legal office responsible for managing UNHCR’s legal affairs that fall outside the area of international protection and matters related to people of concern. LAS advises the Executive Office and functional UNHCR units at Headquarters on questions of public and private international law, and administrative law. In particular, LAS prepares legal opinions and provides advice on the interpretation of rules of international public law, the negotiation and conclusion of legal instruments regulating UNHCR’s relations with host countries, and serves as UNHCR’s focal point for relations with international tribunals (such as ICTY, ICTR and ICC). LAS also advises UNHCR on human resources policy and disciplinary matters. It represents UNHCR before the UN Dispute Tribunal and supports the Office of Legal Affairs of the United Nations regarding cases before the United Nations Appeals Tribunal. In addition, LAS advises functional units at Headquarters and in the Field on the drafting and negotiation of commercial

contracts and contractual arrangements with implementing partners. The service also defends UNHCR against claims and disputes arising from its operational activities. LAS supports the private and public sector fundraising units in the preparation and negotiation of funding agreements, the regulation of the use of UNHCR’s name and logo, and private sector fundraising activities. In advising on policies and procedures relevant to all legal aspects of UNHCR’s operations, LAS contributes to ensuring that the organization’s activities are carried out in accordance with its internal regulatory framework and relevant law, and to reducing financial and other losses through legal risk analysis and management of UNHCR’s exposure to liability.

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. This function offers an informal alternative to formal complaint-handling systems such as the Inspector-General’s Office within UNHCR and the Administration of Justice in the United Nations. Recourse to the Ombudsperson is voluntary and strictly confidential.

As an informal resource, the Ombudsperson does not report interaction with individuals in the organization and keeps no formal records. Wherever possible, he or she helps individuals to develop new ways to solve problems themselves and works primarily through negotiation, influence, and personal powers of persuasion and good practice. The Ombudsperson provides feedback to management and staff on trends, issues, policies and practices, without breaching confidentiality or anonymity. He or she 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 **Division of External Relations (DER)** mobilizes public, political, financial and operational support for UNHCR's work.

In 2014-15, DER will further strengthen UNHCR's engagement with the public, and manage the Office's external communications as well as public and private sector fundraising activities. DER will continue to service the Executive Committee (ExCom) and its annual meeting cycle and maintain and strengthen partnerships with the UN system, NGOs and other partners, both from the public and private sector. DER is responsible for the Office's archives and records management.

The Division of External Relations is in the process of adjusting its structures to reinforce the Office's fundraising, advocacy and awareness-raising efforts, including through digital outreach aimed at increased community engagement with UNHCR's work.

To achieve the above, the **Office of the Director of DER** will maintain general oversight and adjust the internal reconfiguration of the Division in order to achieve its strategic objectives and to better manage the ever growing demand for fast and reliable information and quality reporting on results. In addition, the Director will oversee several external-relations initiatives, including:

- Advancing and rolling out a harmonized and enhanced refugee coordination model. While the main objective of such a robust response coordination model is to ensure the best possible protection and access to services and solutions by refugees, it aims at rendering coordination more predictable and collaborative, clearly defining approaches to joint needs assessment, planning, prioritization, information management and resource mobilization.
- Anchoring UNHCR as a global and authoritative voice on forced displacement. DER will further reinforce its strategic communications capacity in order to enhance strategic messaging on the High Commissioner's priorities and key issues related to the Office's responsibilities. The strategic messaging will be complemented by strong and cohesive branding throughout UNHCR's external communications.
- Sustain the Office's growing private-sector fund-raising programmes in key markets to continue generating significant annual funding increases for UNHCR, with an emphasis on sustainable long-term support and flexible contributions.

The **Donor Relations and Resource Mobilization Service (DRRM)** is responsible for relations with governmental 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 containing operational information. DRRM supports UNHCR's participation in various inter-agency processes related to humanitarian funding mechanisms.

The **Private-sector Fundraising Service (PSFR)** is responsible for raising funds and mobilizing support from the private sector. It

maintains its focus on giving by corporations, foundations and individuals - with a view to expanding UNHCR's donor base and building sustainable and predictable private-sector income. In 2014, PSFR will continue to scale up its engagement with corporations, foundations and individual philanthropists to establish mutually beneficial partnerships, channel additional resources to UNHCR's core activities, and generate innovative solutions for UNHCR's populations of concern.

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, Rome, Mexico City and Washington DC. In 2014-2015, PSFR will be structured in five sections: the **Leadership Giving Section**, in charge of interaction with corporations, foundations and wealthy individuals; the **Individual Giving Section**, established in 2013, to provide support in recruiting new donors through face-to-face (street) fundraising and other techniques, as well as fostering their commitment to a regular committed donation; the **Fundraising Development Section**, which develops creative fundraising materials and builds capacity and skills across the network; the **Fundraising Support Section**, which manages administrative, financial, and human resource functions, and also provides coordination with UNHCR operations in the Field; and the **Fundraising Operations Section**, which coordinates field-based regional fundraising teams and supports PSFR implementation in UNHCR country offices and national associations. In 2014, PSFR aims to further increase its fundraising target from the private sector to USD 190 million globally.

The **Communications and Public Information Service (CPIS)** leads global media outreach and strategic media campaigns to drive press coverage and increase awareness. Through its proactive engagement with the media, the Service also works to draw global attention to UNHCR action on behalf of all people of concern. As part of this effort, CPIS develops key messaging and press materials and lines up media interviews for the High Commissioner and key UNHCR staff on influential broadcast networks and news outlets. It provides technical support and communications guidance to field-based external relations and public information officers. CPIS also produces multimedia content from the Field for publication on the UNHCR website, social media platforms, and broader external distribution. The content (stories, photos and video) is also adapted for UNHCR's fundraising purposes. CPIS also works with external media partners on innovative projects to reach new audiences. CPIS continues its focus on raising public attention to and garnering support for major displacement emergencies, while also sustaining regular coverage of a wide range of stories related to specific themes, protection issues and global trends.

The **Strategic Communications Section** was created in mid-2013 to develop an integrated global strategic communications framework for the organization. In 2014, the framework is scheduled to be rolled out; aligning and coordinating communication on core advocacy issues and ensuring coherent strategies across the organization.

The **Digital Engagement Section** was created in 2013 to develop UNHCR's digital engagement strategy and provide greater digital support to the Office's external relations functions. The team works to increase overall digital engagement with

online communities and audiences and ensures that timely and relevant digital communications are in place. In 2014, the team will redesign the Office's central web presence (unhcr.org) and build greater digital capacity in field offices. The goal is to generate greater awareness and engagement through digital content and campaigns, building a strong voice for UNHCR on digital platforms.

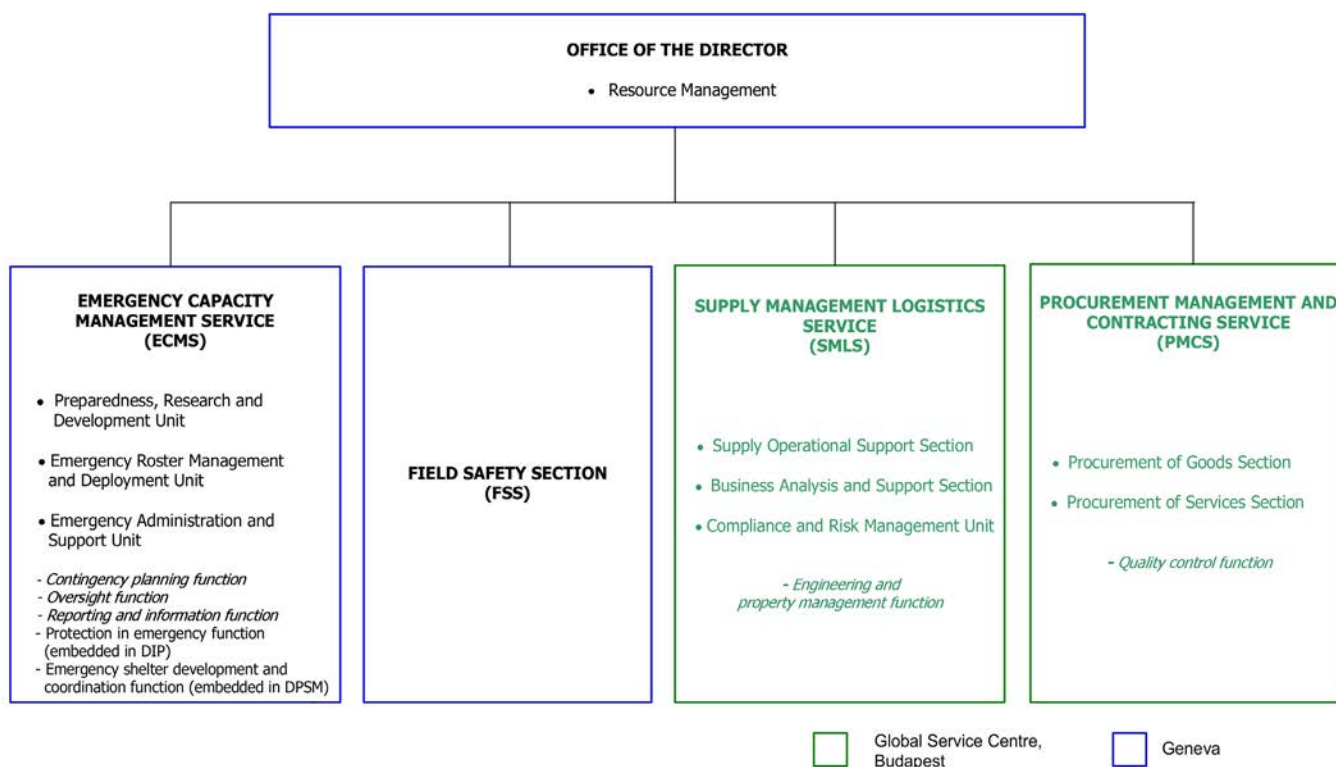
The **Events, Campaigns and Goodwill Ambassador Section** aims to reinforce the other core communications of the Division of External Relations. Through its primary advocacy initiatives, the *I Family* Campaign for World Refugee Day and the Nansen Refugee Award programme, the team seeks to harness more support for UNHCR and the refugee cause. These campaigns and events engage high-profile supporters whose voices resonate with new and broader audiences. Due to its success, the *I Family* Campaign has been extended until the end of 2014 with a continued focus on the impact of war on families.

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 UN coordination bodies, international and intergovernmental organizations, non-governmental organizations and other stakeholders. The Head of the Service is supported by the Secretariat and the Inter-

Agency Unit, and serves as Secretary of the Executive Committee. Within the framework of the Inter-Agency Standing Committee as well as bilaterally, SIAS seeks to strengthen UNHCR's relations with its partners including with NGOs, UN and other international organizations, and the International Red Cross and Red Crescent Movement.

The **Records and Archives Section (RAS)** is responsible for the management and preservation of the Office's current and historical records. In 2014-2015, RAS will continue working in close partnership with the Division of Information Systems and Telecommunications (DIST) and all other stakeholders, including field offices, to move forward the global implementation of reliable and effective e-recordkeeping and e-Archives solutions. UNHCR's Archives are open to internal and external researchers, people of concern to UNHCR and the general public. The number of researchers requesting information and visiting the archives has been increasing steadily since the archives were opened to external researchers in 2000. One third of the information requests are from external users, including scholars, lawyers, and journalists from around the world, as well as former refugees who contact UNHCR to obtain documents or to prove their status as refugees in the past.

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 capacity management, field safety, supply and logistics, and procurement and contracting. The goal of DESS is to assure the optimal delivery of assistance in emergencies and ongoing

programmes through efficient operations support, appropriate security strategies, and effective emergency management.

The **Emergency Capacity Management Service (ECMS)** provides support to emergency operations through the development of policies, guidance and tools, and expertise through emergency missions. Key services include the management of internal

and external standby capacity through the Senior Corporate Emergency Roster, the Emergency Roster Team as well as partners' standby rosters; and the development of emergency partnerships, preparedness and contingency planning, capacity building, research and development.

In 2014, building on progress made during the last years and the lessons learned from previous emergency responses, ECMS will focus on emergency preparation, to ensure the availability of emergency deployees with the required skills, both internally and through standby partners. ECMS will also continue to develop and update policies, tools and guidance to support emergency operations.

Many of UNHCR's emergency operations take place in environments where the organization is exposed to various kinds of risk. The mission of UNHCR's **Field Safety Section (FSS)** is to strengthen a culture of security based on sound risk practices, allowing the organization to stay and deliver critical programmes, even where risk remains. Based on the Plan of Action 2013-2015, the main areas of focus in 2014 include: continuing to provide support and analysis to field operations; strengthening UNHCR's security workforce through recruitment of a suitable workforce and professional training; ensuring Headquarters 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 second edition of the Manual for Security of Persons of Concern will be finalized and realized in early 2014, while an e-learning module will be available to all staff and partners of UNHCR.

The **Supply Management Logistic Service (SMLS)** ensures timely and efficient end-to-end 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 maintains a network of seven strategically located global stockpiles in Accra, Amman, Copenhagen, Douala, Dubai, Isaka and Nairobi which ensure the establishment of sustainable and cost-efficient pipelines for core relief items and shelter materials. The Service will continue to focus on further strengthening the global management of stocks worldwide to increase accountability and comply with IPSAS; review the network of warehouses to optimize its numbers and size; work on improving the timely delivery of relief items in emergencies, including proactive contingency planning for

"hot spots"; enforce effective management of property, plant and equipment through the issuing and implementation of policy and technical support from Budapest; and work on reinforcing the core of professional supply experts in UNHCR through clearly specified competency requirements, improved recruitment, and training. A new standard operating procedure for supply planning will be rolled out in 2014.

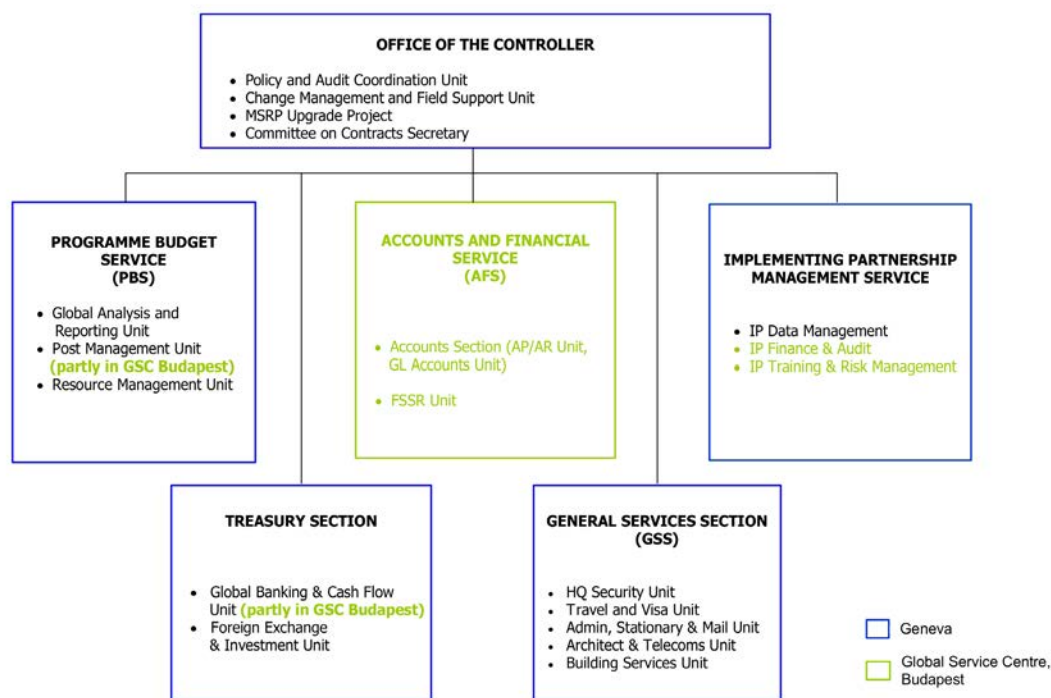
In 2014, the new Global Fleet Management project will be implemented, with the aim of improving operating effectiveness, asset control, and staff security; it should also achieve substantial cost-savings.

The Emergency Coordination Unit (ECU) will continue to arrange for the swift delivery of humanitarian supplies at the onset of an emergency. During an emergency, the ECU ensures that the organization is able to provide the initial consignment of core relief items for more than half a million people of concern – by road, sea and air – 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 Emergency Capacity Management Service. The ECU maintains a roster of qualified supply staff for emergency deployment, as well as 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 March 2013 with the objective to enhance global procurement and provide advice to field offices on the procurement process. The Service is responsible for services and good procurement, vendor performance and quality control. It conducts product market research, sourcing, forecasting, supplier contracts, and manages the *Supply Catalogue* and global frame agreements. PMCS has a strong focus on field support, implying guidance and training and procurement process improvement. It represents UNHCR in UN forums on procurement issues.

In 2014, PMCS will conduct procurement training of supply staff to improve capacity at Headquarters and the Field to meet requirements and compliance with UNHCR procurement rules and regulations. In addition, PMCS will also conduct a work process review of the procurement function. The work process review will include the review of core relief items procurement as well as effective goods testing and inspection procedures to ensure goods supplied to emergency operations meet the required quality standards and sustainability.

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 United Nations Board of Auditors. The Division is furthermore responsible for maintaining and improving the financial and management controls of UNHCR.

The Division comprises: the Office of the Controller (including the Policy and Audit Coordination Unit, the Change Management and Field Support Unit, the MSRP Upgrade Project and the Secretary for the Committee on Contracts); the Programme Budget Service; the Accounts and Financial Service; the Implementing Partnership Management Service; the Treasury Section; and the General Services Section.

DFAM's budget consists of staff costs and administrative requirements. More than 90 per cent of the non-staff resources are for common services managed by DFAM on behalf of the organization. These include many services such as external and internal audit, services provided by the United Nations Office at Geneva, and costs for renting and maintaining the headquarters building in Geneva.

In 2014-2015, DFAM will continue to follow up and report on the benefits of adopting the International Public Sector Accounting Standards (IPSAS). One of DFAM's main challenges will be the upgrade of MSRP financial modules. DFAM will also continue to strengthen the financial management capacity of the organization, both at the field level and at Headquarters. This includes enhanced guidance and training for finance and project control positions, capacity building and improved communication on financial policies and instructions. DFAM will also continue to produce financial policy and guidance

papers, as well as meaningful country financial reports for management purposes. Furthermore, it will lead UNHCR's efforts to improve performance management and accountability of implementing partners, an area which has been identified by auditors as high risk.

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 **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. In 2013-2014, it will continue to implement the new policy for functional clearance for recruitment of administrative, finance and project control officers. To further build on staff capacity, the Unit will be organizing trainings on financial and administrative subjects.

In 2014, DFAM will work towards upgrading the financial modules of UNHCR's ERP (PeopleSoft-MSRP) system. The project is expected to span two years and to be completed in 2015. This is a major overhaul of existing infrastructure and will tackle technological obsolescence; further enable IPSAS compliance, tighter security and controls; enhance managerial possibilities in finance and supply; and help in the field of reporting and oversight.

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 (United Nations 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 **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 Service will also continue to provide support on the use of the Focus application, UNHCR's main planning tool.

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 will be issuing country financial reports on a monthly basis to the 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)** will continue to lead 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. In close collaboration with AFS, the Service will continue to ensure the application of IPSAS and accurate recording of financial transactions related to implementing partners. 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

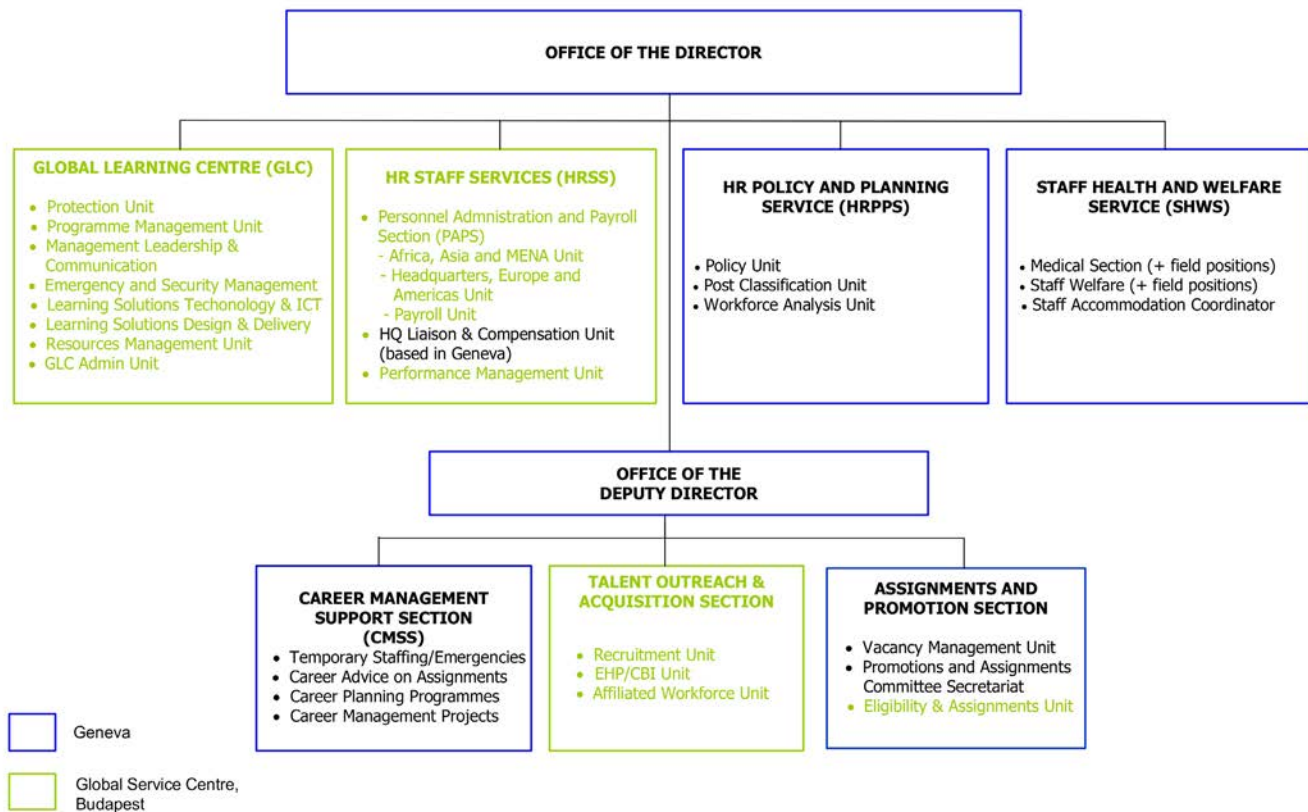
and applying best practices in global treasury management. Treasury is continuously improving UNHCR's global liquidity management by using integrated treasury management systems together with a centralized cash management approach to further enhance real-time cash positioning, increase efficiencies and 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. GSS will continue to look for solutions to improve and optimize the use of office space at Headquarters, taking into consideration security standards and the well-being and health of staff.

External and internal audit: 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. It also acts as an oversight mechanism to ensure the proper use of UNHCR's resources, the safeguarding of assets, the reliability and integrity of financial and operational systems and compliance with rules and regulations. The OIOS annual audit plan is prepared in consultation with UNHCR management and other oversight bodies and is based on a risk assessment of UNHCR's operations. The 2014 annual audit workplan will comprise audits of field operations and headquarters divisions. There will also be a regular follow-up of recommendations and discussions with UNHCR management on issues identified in the audit.

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. It assesses and analyses staff profiles and emerging trends and strives to steer the organization towards sustainable human resources strategies aimed at the recruitment and retention of the most qualified and best-performing personnel.

DHRM, which is based in Geneva and in Budapest, is comprised of: the Office of the Director supervising four services (HR Staff Services, the Global Learning Centre, the HR Policy and Planning Service, the Staff Health and Welfare Service) and three sections (the Career Management Support Section, the Assignments and Promotions Section (formerly Recruitment and Postings Section); and the newly-created Talent Outreach and Acquisition Section).

The **Office of the Director**, based in Geneva, oversees and administers the Division and is in charge of developing, directing and communicating an integrated human resources approach, fully able to respond to operational and organizational goals 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 to operational needs. Within the Office of the Director, the Deputy Director supervises two sections based in Geneva and one section in Budapest.

The **Career Management Support Section (CMSS)**, in Geneva, provides proactive individual counselling to staff members to foster their professional growth, and channel their skills and competencies in order to meet the changing needs of the organization. It also provides staff members with information on availability of postings, missions, temporary assignments, possible secondments, and procedures for accessing these options. It delivers career-support activities to field-based colleagues through career planning and career transition workshops adapted to specific country operations; it advises staff and managers on performance management issues; and it helps staff to develop links between career planning and staff development, in close cooperation with the Global Learning Centre in Budapest.

The **Assignments and Promotions Section (ASP)** in Geneva, in conjunction with CMSS, engages in consultations with staff and managers to match applicants to vacant positions so that these can be appropriately filled in a timely manner. ASP assures secretariat functions for the Joint Review Board (JRB), as well as the oversight of assignments. ASP will continue to support the assignments process under the Policy and Procedures on Assignments with respect to all positions in the International Professional category advertised in two compendia (March and September), as well as for ad hoc positions created as a result of emergency situations for which fast-track procedures apply. The ASP includes the **Eligibility and Assignments Unit**, located in Budapest, which is responsible for preparing eligibility data, and organizing and providing secretariat support for an annual promotions and recourse session for staff members in the International and National Professional categories. The ASP is also responsible for the vacancy management of all advertised positions in the General Service category in

Geneva as well as Field Service positions worldwide. It assures secretariat functions for the Geneva Headquarters Assignments Committee (AC), which reviews these job openings and has the additional responsibility of providing guidance and advice to local and regional ACs worldwide.

A new Section has been created, starting in 2014, the **Talent Outreach and Acquisition Section (TOAS)** based in Budapest. The Section will lead efforts to implement the new institutional initiatives on international professional recruitment and conversion of national staff. It will ensure the smooth integration of staff into UNHCR, through orientation and induction programmes. A pool of new talent at the P-2 level will be identified through the Entry-Level Humanitarian Professional Programme (EHP). TOAS will ensure that standards and procedures for international recruitment, including grading, reference checking and assessment prior to recruitment, are met.

The **Affiliate Workforce Unit**, also based in Budapest, is the focal point for UNHCR's programmes with UN Volunteers (UNVs), the United Nations Office for Project Services (UNOPS), Junior Programme Officers (JPOs), consultants and contractors. The Unit is UNHCR's main interlocutor with the UN Volunteers Office in Bonn and will monitor and coordinate all UNV deployments for UNHCR, as additional workforce. The Unit is also UNHCR's main focal point with UNOPS Copenhagen, and it monitors and coordinates UNOPS deployments for UNHCR. The Unit also ensures contacts with all donor governments participating in the JPO scheme and, in coordination with Headquarters and field offices, identifies JPO requirements and facilitates deployment. Finally, the **Affiliate Workforce Unit** will continue to monitor the implementation of consultant and individual contractors policies. TOAS will manage temporary appointments, including their grading and salary determination and will monitor diversity and gender initiatives in developing the workforce for the future. It will also review UNHCR's competitiveness in attracting and retaining talent, and positioning UNHCR as a Humanitarian employer of choice.

HR Staff Services (HRSS), based in Budapest, incorporates the functions of the **Personnel Administration and Payroll Section (PAPS)**, and of the **Performance Management Unit (PMU)** that is responsible for overseeing the implementation of the Performance Appraisal and Management System (PAMS). HRSS is responsible for ensuring that staff entitlements are managed in accordance with UN staff rules and IPSAS, and that the Payroll Section functions efficiently in full respect of financial rules. The Service includes the **HQ Compensation Unit** in Geneva. HRSS also advises the Director on the development of methodologies to meet changing organizational needs; it ensures

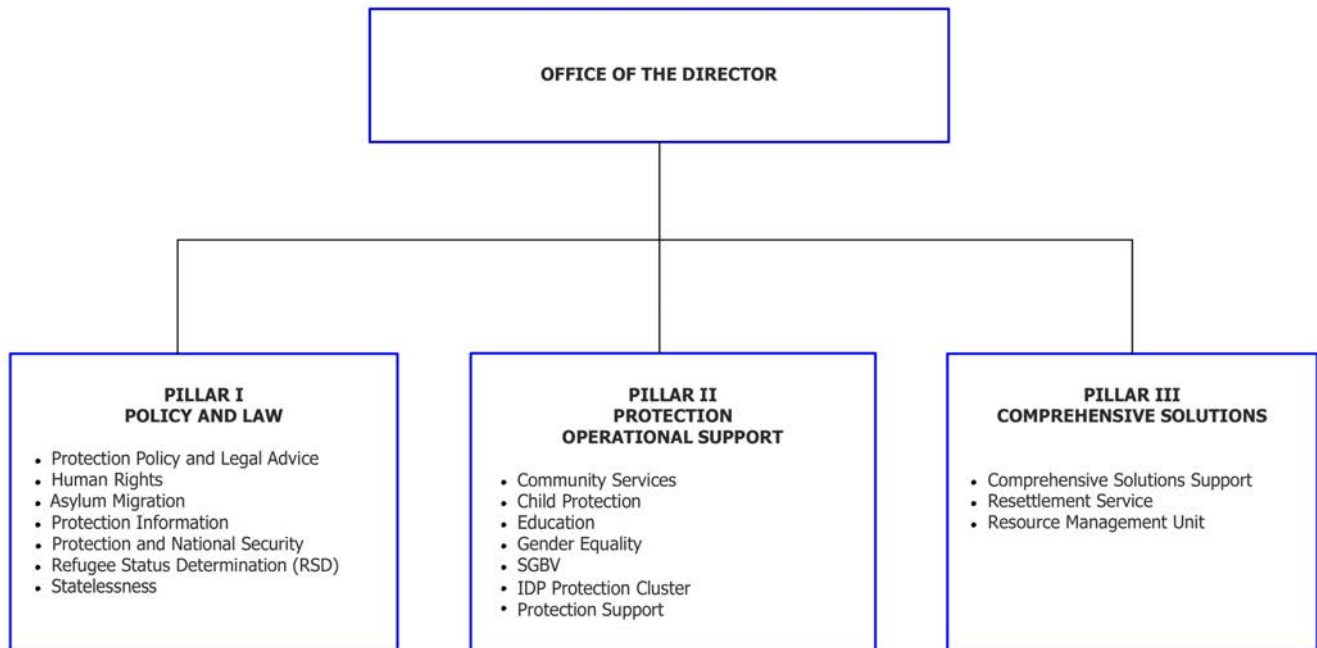
the implementation and consistent application of administrative instructions, monitors and evaluates the effectiveness of these instructions and recommends changes. In consultation with the Director, HRSS manages the assigned resources to provide timely and effective services to managers and field offices. In 2014, HRSS will continue to provide advice on staff and management relations and ensure consistent application and enforcement of rules, regulations and standards; it will assist the Director in the establishment of HR management guidelines and practices.

The **HR Policy and Planning Service (HRPPS)**, based in Geneva, will continue discharging its functions of developing human resources policies, and ensuring quality services to HR advisory bodies. This Service merges the **Policy** function, including the **HR Statistics Unit**, with the **Post Classification Unit** function. HRPPS monitors trends in workforce requirements as a principal driver for human resources planning and also monitors the implementation of UNHCR's HR policies (including gender equity and employment of persons with disabilities). It promotes UNHCR's position and interests on HR matters with partners in the UN system, OIOS, ICSC and in various inter-agency working groups, including on field conditions.

The **Global Learning Centre (GLC)**, located in Budapest, is charged with launching and managing substantive blended programmes entirely based on distance methodologies, and with reviewing methodologies and approaches to increase participation and cost effectiveness. It also deals with the systematization of level-one evaluations (which include evaluation of acquired learning and testing, or individually assessed assignments). The GLC will continue to expand its learning catalogue and to develop partnerships within the larger learning community.

The **Staff Health and Welfare Service (SHWS)**, located in Geneva, includes the **Staff Welfare Section (SWS)** and the **Medical Section (MS)**. MS is responsible for monitoring and maintaining the health of all UNHCR staff members. It is engaged in health promotion and concentrates on occupational health issues and their prevention. At the same time, MS provides primary care to staff, including monitoring and follow-up to medical evacuations, and advises staff on any physical or mental health issue they may have. The SWS is responsible for promoting mental health and well-being in the workplace through, inter alia, reducing workplace causes of depression, anxiety or stress, especially in field operations with high-security challenges and hardship living conditions. SW counsellors also provide trauma interventions and support the implementation of the minimum standards for HIV in the workplace, through active collaboration with UN Cares. In addition, a staff accommodation coordinator is responsible for global monitoring of standards in UNHCR-provided accommodation.

DIVISION OF INTERNATIONAL PROTECTION



The **Division of International Protection (DIP)** provides advice and support to field operations, Headquarters entities and external counterparts, including governments, IGOs and NGOs, on policy and legal matters relating to forced displacement, both from a protection and a durable solutions perspective. The Division consists of three pillars: Pillar I covers policy and law and protection issues concerning asylum systems in the industrialized world; Pillar II is responsible for protection operational support; Pillar III covers comprehensive solutions and the Resettlement Service.

The **Office of the Director** provides leadership, overall direction and management to the Division in contributing to the progressive development of international law and standards in the area of forced displacement, while also providing guidance on international law and operational protection policy issues pertaining to all categories of populations of concern. In 2014-15, the office of the Director will continue to provide overall direction on legal, protection policy and operational matters and support to Headquarters and field operations. The Office will organize the High Commissioner's Dialogue in 2014 and 2015, and undertake follow-up to the 2013 High Commissioner's Dialogue on internally displaced people. The Office will finalize work on UNHCR's accountability framework and will continue to provide support to the State-led Nansen Initiative, with regional consultations held in three locations in 2014. The Office will also publish the conclusions of an expert meeting on planned relocation, which will be held in 2014.

Pillar I is divided into the following sections/units: Protection Policy and Legal Advice, Refugee Status Determination, Protection and National Security, Statelessness and Protection Information.

In 2014-15, the **Protection Policy and Legal Advice Section (PPLA)** will continue to support all aspects of national asylum and refugee protection systems, including, in particular, access to asylum and protection from *refoulement*, national asylum legislation, the roll-out of the global detention strategy, a

detention monitoring manual and the provision of advice to governments on alternatives to detention, and on securing the civilian and humanitarian character of asylum. The Section will focus on monitoring and supporting field operations to improve their protection impact, developing additional tools for field implementation, including on data protection, and advising on the implementation of the existing guidelines and strategies.

Within PPLA, the **Asylum/Migration Unit** aims to ensure UNHCR's engagement in international migration issues as they relate to forced displacement and statelessness. In 2014-15, the Unit will continue to work closely with the regional bureaux and field offices to promote the 10-Point Plan and other tools regarding protection-sensitive entry systems and differentiated processes for those with international protection needs, including through comprehensive national, sub-regional and regional approaches to mixed movements. Maritime protection issues will remain a priority in 2014, including responses to distress at sea situations. The Unit will also continue to support UNHCR's engagement in global migration processes, including the Global Migration Group (GMG), the Global Forum on Migration and Development (GFMD) and the outcome of the UN General Assembly 2013 High Level Dialogue on Migration and Development.

Within PPLA, the **Human Rights Liaison Unit** promotes the effective use of human rights law and mechanisms to strengthen the protection of people of concern to UNHCR. The goal of the Human Rights Liaison Unit is three-fold. Firstly, to contribute to the development of international human rights law and to strengthening the legal framework by including issues related to refugees, asylum-seekers, IDPs, stateless people and returnees into legal and policy documents, recommendations and other outcome documents of the Human Rights Council, the Treaty Monitoring Bodies and the UN Special Procedures. Secondly, to contribute to the mainstreaming of human rights into all areas of UNHCR's work and promote the effective use of human rights law, procedures and standards for advocacy and as complementary protection tools in the respective UNHCR operations. Thirdly,

to function as the liaison between UNHCR, the Office of the High Commissioner for Human Rights (OHCHR) and the human rights bodies and institutions to strengthen human rights approaches and ensure continuous exchange of relevant information.

In 2014-15, the **Refugee Status Determination (RSD) Unit** will continue to strengthen international refugee protection by enhancing the quality and efficiency of RSD in UNHCR and State procedures. The Unit will continue to oversee RSD procedures and decision-making and provide support through training, legal and procedural advice, expert missions and deployments. Special projects will include the completion of the revision of the Procedural Standards for RSD under UNHCR's Mandate and the Manual on Mandate RSD and initiatives to support their implementation in UNHCR procedures; the development and delivery of updated and enhanced RSD trainings and materials for UNHCR staff engaged in mandate RSD or in building the capacity of State RSD procedures; and support for activities by UNHCR operations to strengthen national RSD systems, including related regional initiatives. The Unit will continue to strengthen UNHCR's protection response in emergency and other special operations requiring RSD, and to enhance its RSD staffing structures.

The **Protection and National Security Unit (PNSU)** takes the lead in efforts to ensure that measures to counter terrorism and other threats to national or international security, and to counter serious crimes and other serious threats to public order, comply with international legal obligations towards people of concern to UNHCR. In 2014, the Unit plans to issue its update of UNHCR's guidelines on the interpretation and application of the exclusion clauses of the 1951 Refugee Convention. As part of its ongoing work with other relevant sections of UNHCR towards further strengthening capacity in the area of exclusion and preserving the integrity of UNHCR's processes and operations, the Unit, together with the Global Learning Centre, intends to hold a pilot training of trainers on interviewing techniques for staff engaging in RSD, to be followed by further development and implementation of the programme.

The **Statelessness Unit** develops doctrine and tools on statelessness and provides support to field operations and external actors under UNHCR's statelessness mandate. UNHCR's capacity in this area has been reinforced through the creation of five regional statelessness posts. To mark the 60th anniversary of the 1954 Convention relating to the Status of Stateless Persons in 2014, UNHCR will launch a campaign to eradicate statelessness. The Statelessness Unit will coordinate a series of events around the world to promote action by States and civil society, including dialogues with stateless people, regional and country-level meetings with governments and increased visibility for the plight of the stateless. The Unit will co-organize, with Tilburg University, the first Global Forum on Statelessness, which will bring together stateless people, governments, NGOs and academics to explore the impact of statelessness and responses. The Unit will continue to promote action on pledges made by States during the December 2011 ministerial-level meeting. This will be done through technical and operational support to UNHCR field offices and joint initiatives with regional organizations and UN partner agencies. The Unit will step up efforts to resolve protracted situations of

statelessness through law and administrative reform, as well as operational responses.

The **Protection Information Unit** will continue to issue eligibility guidance, protection considerations and non-return advisories relating to various countries and thematic eligibility guidance. The Unit will work with partners on the production of country of origin information (COI) reports and on training on the research and proper use of COI. Furthermore, the Refworld databases in English and Russian will continue to be updated and improved through further technical and substantive adjustments. The Unit will also liaise closely with state and non-state actors responsible for research and use of COI, with a view to promoting good practice.

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

The **Community Services Unit** provides guidance and direct support to field operations in developing strategies to ensure that all persons of concern are given the opportunity to meaningfully participate in shaping their lives. In 2014, the Unit will support field operations with the implementation of a community-based protection approach through the systematic integration of UNHCR's work with communities into its broader protection work. 2014 will also see changes to UNHCR's protection workforce, and the Community Services Unit will guide the implementation of the revision of this protection function to more firmly ground protection work within the communities that we seek to protect.

In 2014, the **Child Protection Unit** will expand the roll out of UNHCR's *Framework for the Protection of Children* and provide targeted support to new operations for the development of country-level plans. The Unit will provide policy and implementation guidance to operations worldwide for the assessment of existing child protection systems, the identification of child protection risks and in strengthening prevention and response mechanisms. Recognizing the specific protection needs of adolescents, UNHCR will pilot community-based protection initiatives which target this age group. Improving child protection data collection and management systems, as well as designing interventions to strengthen protection of children in emergencies will be particular areas of focus in 2014.

In 2014, the **Gender Equality Unit** will focus on promoting targeted actions to improve the protection provided to women and girls and consolidating the inclusion of Age, Gender and Diversity impact indicators through the UNHCR planning tool, *Focus*, to move forward UNHCR's long-term goal of achieving gender equality. Through its engagement in the IASC Gender and Humanitarian Action Group, UNHCR will build stronger partnerships for programme development to achieve gender equality.

Building on the successful roll-out of the updated Action Against Sexual and Gender-Based Violence (SGBV) Strategy through country-specific plans in 2012-13, the **SGBV Unit** will support the development and implementation of country-specific plans, and monitor results. In 2014, the Unit will also field-test the *Facilitator's Guide on the Prevention and Response to SGBV in different displacement contexts*. As part of UNHCR's emphasis

on prevention, particular attention will be paid to multi-sectoral SGBV prevention programming, data collection and analysis.

In 2014, the **Education Unit** will continue to roll out UNHCR's new Education Strategy in the 20 priority countries selected in 2012 and 2013, providing targeted support, in-country technical assistance, training and operational guidance. Access to primary education for children who are out-of-school, as well as continuation to secondary education, will be priorities. Accelerated learning programmes for older students will be expanded and, in collaboration with child protection colleagues, youth-centered programmes supported. Tertiary education opportunities will be increased through additional scholarships and through distance education programmes. The Unit will continue to focus on girls' education, particularly retention in school and secondary school attendance, as well as on improved data collection and analysis.

The **Protection Support Unit** works to improve protection capacity and management within UNHCR. The Unit facilitates protection support to emergencies and the streamlining of good practices through dialogue and engagement with operations. It assists Bureaux and field offices in identifying capacity gaps in mainstreaming protection and provides targeted support, including deployments of mid-level and senior protection staff under Surge, ProCap and other deployment arrangements. The Unit leads initiatives to help operations strengthen protection management through supporting the Annual Programme Planning and Review; helping operations evaluate protection structures and to integrate assistance with protection programme planning. It also facilitates oversight and compliance through liaison with the Inspector General's Office on inspections and Joint Inspection Unit (JIU) matters.

The **IDP and Global Protection Cluster (GPC)** Units support an enhanced institutional response to IDP situations in the field, while ensuring effective representation in key inter-agency fora. In 2014-15, the IDP and GPC Units will continue to work closely together to bolster support to field operations and to advocate on emerging protection issues and trends. They will promote and support the drafting and adoption of laws and policies for the protection and durable solutions of IDPs at country and regional levels. They will continue to boost the capacity and advocacy of field operations by assisting them to engage with key protection and humanitarian actors including governments, parliaments (through the International Parliamentary Union) and human rights institutions. Responses and solutions to ensure appropriate synergies between IDP, returnee and refugee operations will be promoted, particularly through the implementation of the Secretary General's Policy Committee Decision on Durable

Solutions. The GPC will continue to inform the Transformative Agenda, provide a global platform for protection advocacy and ensure timely guidance and technical support to all cluster field operations.

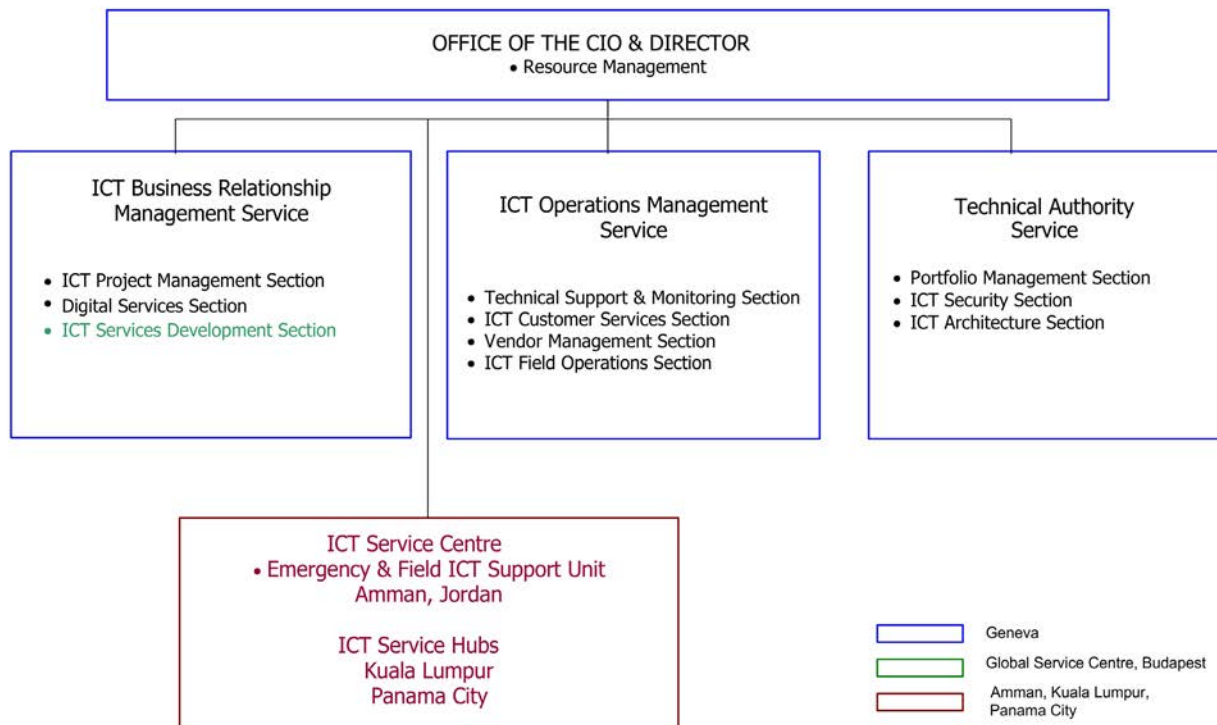
Pillar III encompasses the Resettlement Service, the Comprehensive Solutions Support Unit and the Resource Management Unit.

The **Resettlement Service** promotes resettlement as an integral component of comprehensive protection and solutions strategies, ensuring that durable solutions are applied in a complementary manner to maximize solutions opportunities for a higher number of refugees. In 2014, the Service will work with resettlement countries to apply multi-year, multi-lateral commitments to current and emerging priority refugee situations, as well as to explore evacuation options as life-saving measures for individual refugees and those in large-scale emergencies. The Service will ensure that the globally available resettlement places are fully utilized, including through effective use of the emergency submissions mechanisms of resettlement countries and expanded use of the emergency transit facilities. The Service will also continue operating a programme supporting reunification of refugee families. In order to put in place a more robust anti-fraud system within the resettlement process, the Service will roll-out an electronic inventory tool of fraud occurrences, and will develop training programmes, such as a new Learning Programme to enhance in-depth interviewing and investigation skills for UNHCR anti-fraud focal points in the field.

In 2014-15, the **Comprehensive Solutions Unit** will strengthen the search for solutions for people of concern through technical support to field operations. The Unit will continue to implement training programmes for the revised *Voluntary Repatriation Handbook*, as well as strategic planning for solutions and for local integration, in coordination with the Division of Programme Support and Management (DPSM). It will work towards the closure of selected protracted situations, in close collaboration with the other members of the Solutions Steering Group (DPSM and DER), through support with planning and fundraising, as well as through technical support and advocacy. Evaluation of the implementation of the Secretary-General's Policy Committee Decision on Durable Solutions in pilot and other countries will be used to expand its application and apply lessons learned in other post-conflict situations.

The **Resource Management Unit** coordinates the Division's needs in the areas of human resources, planning and implementation of programmes and resource allocation, ensuring that budgetary and financial rules, regulations and procedures are adhered to.

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 the organization to execute its mandate.

The Division comprises: the Office of the Chief Information Officer (CIO) and Director, including the Resource Management Unit; the ICT Business Relationship Management Service; the Technical Authority Service; the ICT Operations Management Service; and the ICT Service Centre and Service Hubs.

The **Resource Management Unit** manages the financial and human resources of the Division.

The **Business Relationship Management Service** ensures effective communication and engagement between DIST and all Divisions and Bureaux in UNHCR; assists Divisions and Bureaux to work effectively with DIST in applying ICT solutions to achieve UNHCR's business objectives; and works with the Business Owners Committee to prioritize requirements and investments. Within this Service, the **Project Management Section** supervises and manages the ICT project management team and project managers (internal and external); ensures adherence to ICT project management and project and portfolio governance standards; and ensures that ICT projects are managed and delivered effectively and successfully. The **Service Development Section** provides in-depth analysis and support for all ICT projects, including the design of new business and ICT processes, and the analysis of problems and changes to ICT systems to ensure alignment of specific business processes with ICT systems; and ensures, in collaboration with the Technical Authority Service, that delivery meets requirements through appropriate governance and testing, via controlled authorized projects. The **Digital Services Section** supports and enables the use of digital workplace solutions including web collaboration and team efficiency solutions to enhance UNHCR's productivity. The Section assures direct support, monitoring and supervision

of UNHCRs' external managed service provider for application development in this area.

The **Technical Authority Service** defines the technical ICT policies, standards, security, design and architecture; manages the release in operation of new technologies, systems and services; and provides and ensures that the correct technical governance is in place to manage all ICT within UNHCR. Within the Service, the **Portfolio Management Office** provides governance and delivery support for UNHCR's ICT projects.

The **ICT Operations Management Service** develops operational policy guidelines, ensuring that standards and procedures are followed in delivering agreed levels of service and data integrity. Within this Service, the **Technical Support and Monitoring Section** monitors UNHCR's ICT infrastructure and network operations; carries out configuration management on ICT equipment and networks; supports HQs infrastructure that cannot be supported remotely; and manages service levels for operational services. The **Vendor Management Section** defines and designs workable contracts with ICT suppliers; ensures clear communication of agreements and associated targets across DIST and UNHCR, so that all parties are aware of the levels of expected service; and supports the Service Development Section in contractual negotiations and in the creation of new services.

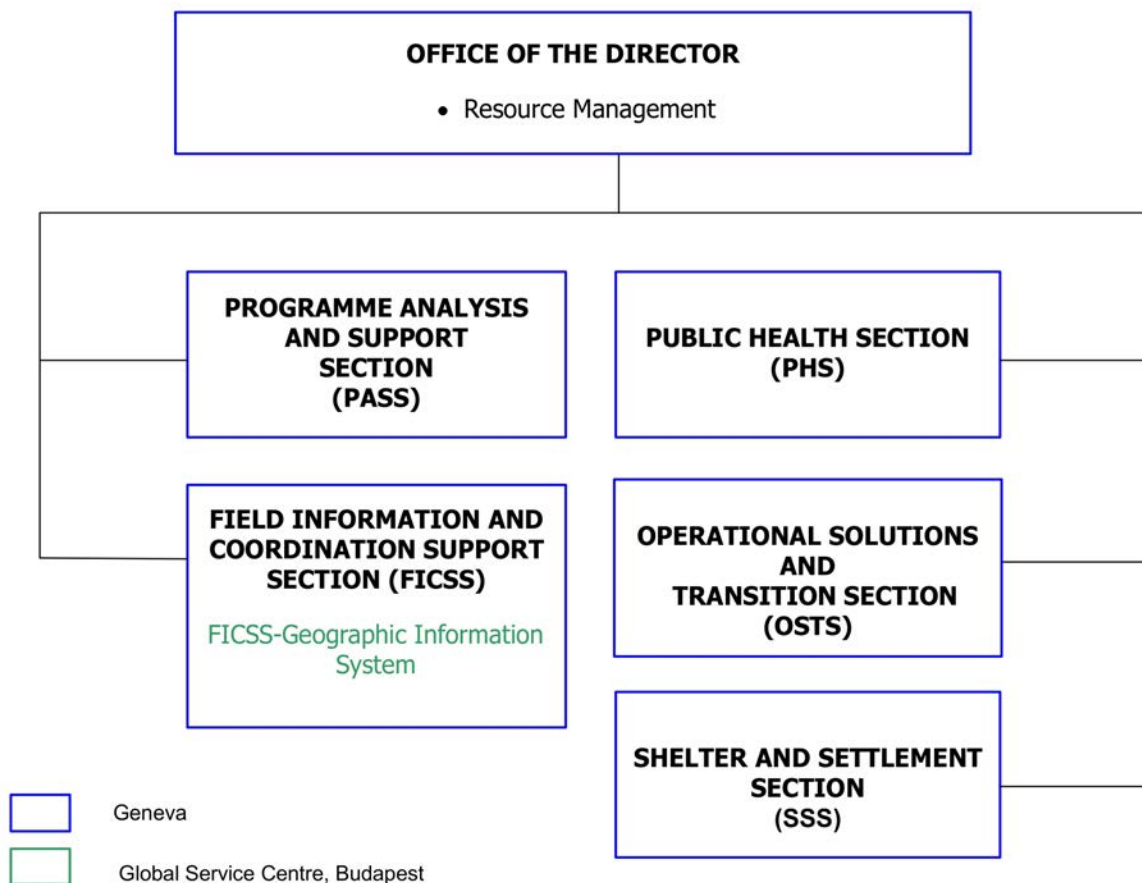
The **ICT Customer Services and Service Hubs** (Geneva, Budapest and the Service Hubs in Amman, Kuala Lumpur and Panama) provide first-line service desk support and manage the delivery of desktop support for all UNHCR staff during normal working hours at UNHCR locations; ensure the provision of second-line technical support to Hubs and ICT staff; and manage ownership of service management processes and the knowledge base.

In 2014-2015 DIST will work on new developments which include: continuing the modernization of ICT systems through leveraging technology to roll out Share point solutions, MS Outlook/Exchange, Windows 7, MS Office 2013 and Active

Directory/Identity Management; Enhancing the capabilities and flexibility of UNHCR to effectively support demands from emergencies and field operations; supporting the technical requirements related to the MSRP (PeopleSoft) Financials and Supply Chain upgrade; strengthening ICT policies (security) and procedures to improve the user-friendliness of ICT systems,

ensuring their reliability, availability, cost effectiveness and efficiency; strengthening the ICT service delivery management so that it meets the organization's needs; strengthening ICT governance with UNHCR's management and operational needs, as well as with its Global Strategic Priorities.

DIVISION OF PROGRAMME SUPPORT AND MANAGEMENT



The **Division of Programme Support and Management (DPSM)** works to provide the knowledge, guidance and tools that field operations need to design, deliver and continuously improve programmes that demonstrate quality, technical integrity and innovation.

DPSM enhances technical quality and capacity in several of UNHCR's operations by providing training, new operational approaches, tools, guidance and field support. DPSM's role in strengthening UNHCR's commitment to working in partnership with other organizations is reflected in the integration of staff seconded from the Norwegian Refugee Council, the Danish Refugee Council, the Swiss Agency for Development and Cooperation and UNOPS. DPSM is also the institutional focal point for management of UNHCR's essential partnership with the World Food Programme.

Particular attention is paid to assisting refugees in emergencies and urban areas, as well as to finding durable solutions. DPSM works to strengthen evidence-based and results-oriented programming within UNHCR, ensuring resources are allocated on the basis of needs, as well as impact.

The **Office of the Director** oversees and provides strategic guidance to the Division. It supports the development and implementation of policies and strategies on cross-cutting issues and coordinates overall operational support for programme management. The Director, together with the **Resource Management Unit**, manages the Division's resources, including staffing, programme and administrative budgets, and ensures coordination with other Divisions and Bureaux at the strategic level. DPSM is structured around two pillars, each overseen by a Deputy Director (see organizational chart).

One pillar covers the **Programme Analysis and Support Section (PASS)** and the **Field Information and Coordination Section (FICSS)**.

PASS develops and coordinates strategic elements of programme management and provides guidance and direction on programme planning, implementation and monitoring. PASS is also the home of the organisation's programme analysis functions related to individual operations, regions or for cross-cutting issues. PASS coordinates, monitors and reports on UNHCR's Global Strategic Priorities (GSPs) while supporting operations in prioritizing and reporting. A streamlined set of GSPs for 2014-

2015 was reviewed in a collaborative manner, internally with other support divisions and regional bureaux/field operations, as well as externally with donors, and issued for UNHCR field offices to support the planning of interventions.

FICSS provides comprehensive support necessary for the planning, management and delivery of protection and assistance to refugees and others of concern. FICSS ensures UNHCR's co-leadership of the Global Camp Coordination and Camp Management (CCCM) Cluster and hosts the inter-agency Joint IDP Profiling Service (JIPS). The Section also supports field operations in the areas of information management, registration, population and operational data, geographical and spatial information, case management, statistics, needs assessments, and surveys. FICSS is taking forward the development of *proGres* version 4, UNHCR's new generation registration software, promoting biometrics technology to increase the reliability of refugee identity documents, and continues to implement UNHCR's Information and Data Management Strategy for 2012-2014.

The second pillar comprises the **Public Health Section (PHS)**; the **Operational Solutions and Transition Section (OSTS)**; and the **Shelter and Settlement Section (SSS)**:

PHS engages in policy and standard setting, technical support and guidance, as well as monitoring and evaluation in the areas of public health and HIV, reproductive health, water, sanitation and hygiene (WASH), and nutrition and food security in both camp and urban settings. PHS plays an essential role in ensuring

timely and adequate technical support for UNHCR's emergency response, including the use of the web-based health information system, renamed *Twine* (twine.unhcr.org).

OSTS ensures strategy and policy development and support to field operations on solutions, livelihoods and self-reliance, energy and environmental management. OSTS works closely with development actors to find solutions to protracted refugee situations, including the promotion of inter-agency initiatives such as the Transitional Solutions Initiative and the Secretary-General's Policy Committee Decision on Durable Solutions. The Section focuses its efforts on professionalizing UNHCR's approach to livelihoods, defining new streams for refugee employability, such as entrepreneurship and data outsourcing, and reducing dependency on food aid. OSTS also strives to expand UNHCR's partnerships for better access to renewable energy and new energy efficiency technologies.

SSS provides technical support to UNHCR operations worldwide so they can strengthen their capacity to respond to the shelter needs of refugees and others of concern. SSS supports the development of shelter strategies, settlement plans and tools and conducts research on technical specifications for shelter options. It also ensures UNHCR's co-leadership of the Global Shelter Cluster. UNHCR's shelter team regularly undertakes support missions, deploys technical experts and engages in capacity-building of shelter staff in the Field. The Section has also elaborated a new strategic framework to improve access to adequate shelter for UNHCR's populations of concern.