

HEADQUARTERS

| Executive Direction and Management |

The **Executive Office** consists of the High Commissioner, the Deputy High Commissioner, the Assistant High Commissioners for Operations and for Protection, the Chef de Cabinet and their staff. The Executive Office (EO) oversees the implementation of UNHCR policy and is responsible for the effective management of UNHCR's operations worldwide. Interacting regularly with its governing body and other stakeholders, the EO leads the global efforts of UNHCR, including consolidation of the organization's five strands of structural reform: headquarters, field review, human resources, results-based management and regionalization and decentralization.

Working in coordination with the Chef de Cabinet, the Director of UNHCR's office in New York and the Inspector General report directly to the High Commissioner. The roles of the Deputy High Commissioner and the two Assistant High Commissioners are set out later in this chapter.

The High Commissioner issued the terms of reference for UNHCR's new **Ethics Office** in June 2008, which then began operations in September. The Director of the Ethics Office reports directly to the High Commissioner.

Key objectives of UNHCR's Ethics Office are to ensure that all staff members understand, observe and perform their functions consistent with the highest standards of integrity required by the Charter of the United Nations, UN Staff Regulations and Rules, related UNHCR administrative issuances and the UNHCR Code of Conduct; and to foster a culture of ethics, respect, transparency and accountability.

In January 2008, the **Inspector General's Office's (IGO)** structure was adjusted with the creation of an Inspection and Investigation Service in order to create greater synergy between the two functions.

In 2008, the IGO carried out 10 standard inspections, nine of which to field operations and one of a Headquarters Unit, as well as two compliance missions and two ad hoc inquiries. It also received 287 complaints of possible misconduct and opened 113 investigation cases. It operated with a total of 15 professional staff, one JPO and four general service staff. Its workforce was temporarily reinforced by staff on temporary assignment, and one intern recruited for her expertise in relation to a Headquarters Unit inspection.

An independent periodic review of the IGO was carried out by the European Anti-Fraud Office of the European Commission (OLAF) and a Management Audit by the Board of Auditors was also undertaken. A Working Group was then established to review and provide a road map for follow-up on the recommendations of the OLAF review.

During 2008, recommendations in the IGO's inspection reports were geared towards improving the effectiveness and efficiency of the operations, enabling managers and staff to take corrective action where needed, and identifying good practices. An analysis of compliance with inspection recommendations showed that over 90 per cent were either implemented or action was underway to implement them.

An analysis of the findings between 2004 and 2007 was carried out, and a report on "Good Practices and Recurring Findings from Inspection Missions" was shared with the High Commissioner in August 2008. Responsibility for specific follow-up has subsequently been allocated to relevant SMC members. The 10 key recurring findings of the IG's report related to the following:

- UNHCR staff both at Headquarters and in the field needed to conduct more frequent field visits to meet and strengthen UNHCR's dialogue with, and accountability to, its mandated beneficiaries;
- Few UNHCR Offices had an established mechanism for the systematic recording and tracking of individual protection incidents (other than for Refugee Status Determination (RSD)), and of the ensuing interventions by UNHCR and/or its protection partners;
- Irregularities in the areas of RSD, resettlement, and Sexual and Gender Based Violence (SGBV), where encountered, were invariably related to the absence of a complete and final set of Standard Operating Procedures;
- Not all UNHCR Representatives involved partners, such as donor missions and implementing partners, in their elaboration of operational plans and strategies in a systematic manner;
- The irregular use of non-staff resources (UNVs) in UNHCR operations, especially in project control and supervisory functions;
- Inadequate monitoring of implementing partners, including their use of UNHCR's Standards and Indicators in a consistent and sustained manner;
- Inconsistencies in the exercise of delegated authority for human resources and financial management;
- The need to reflect the importance attached to staff safety and security in budgetary provisions;
- Staff members in some operations did not know the procedures to report improper conduct; and
- Insufficient training, reflected in inadequate resources, as a fundamental tool for the effective discharge of the Office's mandate; for maintaining a learning culture throughout the organization; and for information management.

The 113 registered investigation cases into reported staff misconduct during 2008 represent a six per cent decrease from 2007. The IGO's Investigation Section affords priority to investigations relating to allegations of misconduct that could directly affect UNHCR beneficiaries. This included possible resettlement fraud and other alleged misconduct related to refugee registration, RSD, SGBV as well as the provision of material assistance. The number of such cases in relation to the previous year was stable – constituting about one-third of the total complaints.

Among the investigations conducted in 2008, 17 cases were referred by the IGO to DHRM. In these cases, and 20 cases referred in 2007 or before, the Director of DHRM decided not to take further action on six; one case resulted in summary dismissal; three cases resulted in separation; one case resulted in deferral of within-grade increment; nine

cases resulted in loss of steps in grade; one case resulted in demotion and one in written censure, and six resulted in a reprimand, which does not constitute a disciplinary sanction.

The IGO conducted ad hoc inquiries into the attack on UNHCR staff and premises in Algiers, as well as the complaints received regarding UNHCR's response to the xenophobic violence in the Republic of South Africa. The report on the Algiers bombing was shared with the High Commissioner in September 2008 and the inter-agency panel that carried out the ad hoc inquiry reported verbally to the High Commissioner in November 2008, submitting their final report in January 2009.

In 2008, the **Policy Development and Evaluation Service (PDES)** worked closely with the High Commissioner and his Executive Office to bring greater effectiveness to UNHCR operations and to ensure that the organization's policies are coherent and consistent.

PDES undertook a number of follow-up activities in relation to the first meeting of the High Commissioner's Dialogue on Protection Challenges, including an evaluation of UNHCR's role in relation to human trafficking and a study on the plight of 'stranded migrants'. The Service also prepared a Standing Committee paper and a background paper for the second meeting of the High Commissioner's Dialogue, which focused on the issue of protracted refugee situations. At the request of the Executive Committee, PDES completed an evaluation of the use and impact of the Excom Conclusions on International Protection.

A major undertaking in 2008 was the completion of an independent evaluation of UNHCR's role in preventing and responding to sexual and gender-based violence in situations of forced displacement. At the same time, planning commenced for a review of the implementation of UNHCR's age, gender and diversity mainstreaming strategy. The Service continued to work on the reformulation of UNHCR's reintegration policy. In that context, PDES undertook evaluations of UNHCR operations in Angola and Southern Sudan.

Humanitarian and UN reform provided another focus of the PDES work programme in 2008. The Service acted as UNHCR's focal point in relation to an inter-agency evaluation of the cluster approach, and prepared a paper on the implications of that approach for UNHCR's refugee protection and solutions mandate. In addition, PDES completed a stocktaking of UNHCR's engagement with the Delivering as One initiative and convened a workshop on the experience of the Office in Integrated UN Missions.

Finally, PDES represented the Office in a Peer Review of Accountability to Disaster-Affected Populations and led UNHCR's policy development efforts in relation to climate change, natural disasters and human mobility.

UNHCR's office in New York represented UNHCR at the UN Headquarters and promoted the Organization's policy positions, operations, and concerns on a global scale. The office also provided advice to the High Commissioner on evolving political and policy matters and kept Headquarters and the Field informed of developments in New York.

The UN Security Council and the General Assembly are two critical fora where the New York Office advocates for the needs of refugees and other populations of concern to the Office. The Office had a positive impact on critical deliberations and decisions adopted by the Security Council in 2008, particularly in relation to Afghanistan, the Western

Sahara situation, Iraq, Democratic Republic of Congo, Burundi, Central African Republic and Chad.

UNHCR's office in New York followed developments and discussions at the UN General Assembly. In November, it supported the presentation of the High Commissioner's Annual Report in the Third Committee of the General Assembly.

The Office provided input to other forums and meetings, such as the Secretary General's Policy Committee, the UN Action against Sexual Violence in Conflict, the Peace Building Commission, the Integration Steering Group under the chairmanship of the Department of Peace-keeping Operations, as well as other inter-agency fora. In addition, the New York Office enhanced awareness-raising initiatives for the broader New York community.

| The Deputy High Commissioner |

The Deputy High Commissioner oversees all functions related to management and administration of the Office. The Controller and Director of the Division of Financial and Administrative Management, the Director for Organizational Development and Management, and the Divisions of External Relations, Human Resources Management and Information Services and Telecommunications continue to report directly to the Deputy High Commissioner. The functions of the Head of the Legal Affairs Section and the Mediator are also overseen by the Deputy High Commissioner.

In 2008, as a result of the on-going reform of UNHCR, the Office for Structural and Management Change merged with the Organizational Development and Management Service so as to ensure that changes are embedded into UNHCR management systems. The merger gave further momentum to organizational change by providing a single setting, under the **Office for Organizational Development and Management (ODM)**, in which institutional and change management issues are conceptualized and overseen.

ODM developed the five cornerstones of results-based management (RBM): the results framework; the results-based management systems tool *Focus*; the Global Needs Assessment (GNA) methodology; the revised budget structure; and the Global Management Accountability Framework (GMAF) to guide managers and their teams at all levels. These tools will be instrumental in enhancing UNHCR's advocacy and resource mobilization; bringing about greater accountability for results; and generating greater coherence across the organization.

The year 2008 witnessed the piloting of the GNA methodology in eight countries as well as the training and roll-out of the *Focus* software. In addition, the results framework was finalized and the development of the GMAF progressed substantially. Finally, the revised budget structure format was approved by the Executive Committee.

The on-going reform has led to a considerable downsizing of Headquarters, from a total of 1,047 staff at the beginning of 2006 to a total of 767 staff at the end of 2008. Further decisions to streamline Headquarters and strengthen its support to the Field were taken during 2008 including: consolidating training functions and creating a Global Learning Centre in Budapest; reviewing personnel administration to simplify processes; reviewing IT functions

with the aim of decentralizing, outposting and outsourcing, where possible.

From February to March 2008, UNHCR surveyed the Office's practices vis-à-vis the use of its workforce and implementing arrangements in 50 countries through an expert consultancy. Responses to the survey indicated a need for clearer parameters and more consistent guidance to operations, particularly in relation to the use of implementing partners, national officers and additional workforce. As a follow-up, UNHCR disseminated a policy note to all country and regional offices on national professional officers as well as updated guidelines for the design of its field presence.

More authority has been delegated to country and regional offices to manage their resources within an approved budget. It is anticipated that – through regionalization – country offices will encounter fewer delays and receive advice and guidance more closely tailored to their operational realities. Equipped with the new RBM software *Focus*, offices can more readily design coherent strategies across regions and coordinate the sharing of information, best practices, expertise and lessons learned.

The Global Staff Survey, implemented in 2006 and 2008 by UNHCR with pro bono assistance from external experts, is an important lens for the organization to identify and address weaknesses in its management performance. Responses to the survey, which will now become a regular exercise, have therefore guided the organization's HR reform.

The **Legal Affairs Section (LAS)** dealt with UNHCR's non-refugee law related legal matters and in this context provided expert advice primarily in relation to questions of privileges and immunities of UNHCR officials, cooperation agreements, cases in the UN internal justice system, commercial contracts, fundraising and procurement as well as legal issues with host governments.

Division of Financial and Administrative Management

The Division of Financial and Administrative Management (DFAM) ensures that UNHCR makes optimal use of the financial and material resources at its disposal and is responsible for maintaining and improving the financial and management accounting controls of the organization. The Division's 2008 objectives were to: preserve the financial stability of the organization; optimize MSRP/People Soft Financial and Treasury Management systems; implement and consolidate the out-posting of the Finance and Control Section (FCS) and pursue further structural rationalization at HQs and in the field; prepare for the adoption of International Public Accounting Standards (IPSAS) by 1 January 2010 and strengthen internal control mechanisms, including audit follow-up. Despite prevailing financial markets volatility and related foreign exchange-rate risks, financial stability was sustained in 2008.

The Division comprises the Office of the Controller, with the Finance, Treasury and General Services Section, reporting through the Deputy Controller, and the new Programme Budget Service reporting directly to the Director. In mid-2008, the Division decided to transfer some

of the Programme Budget Service's systems maintenance and data processing functions to the Financial Control Section in Budapest, effective 1 January 2009.

The **Office of the Controller** retained responsibility for financial policy, audit co-ordination, the Headquarters Contracts Committee and finance systems-re-engineering. MSRP/People system enhancement and the introduction of new guidance products supporting the first year of implementation of the new resource allocation framework. In unison with the wider UN initiative, UNHCR is proceeding with a phased transition from the United Nations Accounting Standards (UNSAS) to the International Public Sector Accounting Standards (IPSAS) for the accounting of its transactions and the presentation of its financial statements. Implementing IPSAS entails policy-, procedural- and systems changes that extend beyond accounting and finance. The goal of UNHCR's IPSAS project is for the financial statements to be IPSAS compliant by 2010.

In audit coordination, particular attention was directed to the systematic follow-up on both internal and external audit recommendations, resulting in the closing of many outstanding audit recommendations. UNHCR's reporting to the Executive Committee covered the main areas of risks, identified by the UN Board of Auditors in 2008, in the areas of asset management, implementing partner audit certification, the situation of staff in-between assignments, and end-of-services liabilities in the financial accounts.

The **Programme Budget Service (PBS)** supports the new resource allocation framework, with the objective of delegating authority and decision-making on the reallocation of resources as close as possible to the point of delivery. In 2008, PBS established and maintained complete and accurate budgets for all operational, staffing and administrative projects, monitored and analyzed operations in terms of their consistency within approved plans and budgetary parameters; and produced timely and accurate budgetary and narrative documentation for internal management and external bodies.

The revision of UNHCR's first biennial programme budget covering the period 2008-2009 was approved by the Executive Committee in October 2008. Work also continued throughout the year, in collaboration with the Office for Organizational Development and Management (ODM), on the logical framework for results-based management and the articulation of the revised budget structure. PBS also supported the development and roll-out of *Focus*, the Office's results-based management application.

The **Financial Control Section (FCS)** is responsible for the preparation of statutory accounts, the organization's financial information and reporting; as well as rendering support to Field Offices and Headquarters Units on accounting and finance-related issues. The Financial Control Section was transferred to the Global Service Center in Budapest. In 2008, the FCS produced the statutory accounts and addressed important audit recommendations; particularly in relation to prior-years project closures, the monitoring of Implementing Partner (IP) audit certification compliance and the assessment of the financial impact of qualification of IPs.

The **Treasury Section** is responsible for global cash-flow, liquidity management and short-term investments. In 2008, the section significantly contributed to the overall funds available for the Organization through realizing substantial gains on foreign exchange transactions, maximizing interest

income and minimizing banking operational and transactional costs. Investment returns in 2008 amounted to USD 7 million, representing an average return of 2.5 per cent per annum. These returns can be attributed to effective liquidity and risk management that allowed the organization to benefit from prevailing interest rates, as well as from the availability of increased global liquidity volumes.

The **General Service Section (GSS)** is responsible for the cost effective operational management and maintenance of Headquarters' buildings and facilities as well as the mission travel services, primarily for staff at Headquarters. GSS is also responsible for the physical security of staff and premises at Headquarters and serves as the link with the security service of the United Nations Office in Geneva.

Following the High Commissioner's decision to vacate one of the two main buildings occupied by UNHCR at Headquarters, GSS organized the relocation of staff throughout the latter half of 2008, and identified new tenants for vacated floors as they became available to optimize rental savings. In the meantime, GSS pursued improvements of staff working conditions at the main Headquarter building at minimal cost.

The **UNHCR Audit Section of the Internal Audit Division of the Office of Internal Oversight Services (OIOS)** is responsible for the internal audit function for UNHCR. The Section is based in Geneva and has auditors in Nairobi to cover UNHCR's operations in Africa. In 2008, OIOS had resident auditors for operations in Sudan and the Democratic Republic of the Congo.

In 2008, OIOS conducted 15 audits and issued 15 audit reports. OIOS issued a total of 239 recommendations, of which 57 fell under the high-risk category. During 2008, savings and recoveries of USD 1.4 million were identified, mainly dealing with recoveries of value-added tax.

The 239 recommendations made by OIOS in 2008 were broken down by focus area as follows:

Most of the field audit reports included a recommendation to improve project monitoring, both in terms of quality and depth. OIOS recommended increasing the frequency of the visits to the implementing partners and to ensure better documentation of the verification process

and regular follow-up of recommendations. Many implementing partners still need to enhance their accounting and internal control systems; ensure segregation of duties as well as the availability of proper supporting documentation.

Moreover, controls over the procurement process need to be strengthened and more needs to be done to ensure compliance with rules and regulations, by both UNHCR and the implementing partners.

To improve asset management, recommendations were made to designate focal points, conduct physical inventories and update the Management System Renewal Project (MSRP) database. OIOS was pleased to note that UNHCR started to take corrective action and has issued appropriate instructions to address the issues.

Further attention could be given to financial management by clearing receivable and suspense accounts and the recovery of advances to staff members.

In 2008, OIOS carried out two information technology (IT) audits, one on the security of the MSRP Finance and Supply Chain and the other on the Human Resources Module. UNHCR is taking action to address most of the issues reported by OIOS, particularly the lack of an IT security policy and weaknesses in the application of the delegation of authority policy.

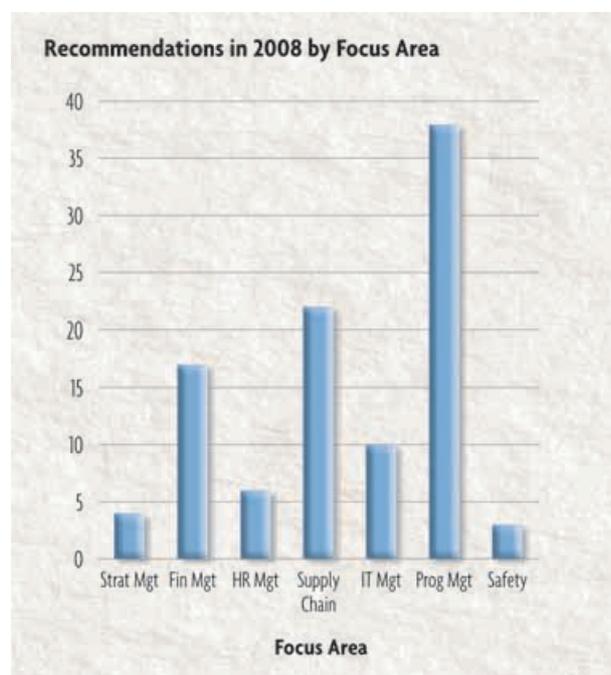
Division of External Relations

The Division of External Relations (DER) is responsible for mobilizing political and financial support for UNHCR. It is also tasked with supporting the Office's governing bodies and maintaining relations with partners, including those in the UN system and NGO sector.

The **Donor Relations and Resource Mobilization Service (DRRM)** is responsible for relations with the governmental donor community and resource mobilization. The Service seeks to provide donors with a clear understanding of UNHCR's objectives, resource requirements and information on all other issues which might affect donors' funding decisions. At the same time, DRRM provides feedback to senior management and operations on donors' concerns and views on UNHCR's operations and policies.

In order to maximize potential resources, DRRM provided donors with regular briefings, organized numerous consultations and facilitated visits to donor capitals, as well as six missions to areas of operations. DRRM coordinated with other agencies and provided guidance, mainly to field offices, on how to access pooled and decentralized funds at the field level, as well as emergency response funds. The Service prepared special funding submissions and reports for individual donors, and coordinated UNHCR's submissions for multi-agency appeals and inputs to the Consolidated Appeal Process.

During the year, the Service coordinated the preparation of the Global Appeal 2009 Update, 27 Supplementary Appeals, the 2008 Mid-Year Financial Report and the Global Report 2007. These are key documents that generate funds needed for UNHCR's operations worldwide and satisfy the majority of donors' reporting requirements. At the end of the year, DRRM and the Secretariat organized the annual Pledging Conference in Geneva. Please see the Funding UNHCR's programmes chapter for more details on fundraising.



The **Private Sector Fundraising Service (PSFR)** raised awareness and funds for UNHCR's programmes in a manner that respects the ethics and values of the Organization, engages the public to increase support for refugees and strengthens UNHCR's image. The service includes a decentralized International Fundraising Unit which supported fundraising operations in 12 countries in Asia, the Americas, Europe and the Middle East through a network of national associations and country offices, coordinated by regional fundraising officers based in Brussels, Hong Kong, Rome and Washington DC. The Service also comprised an International Corporate and Foundations Partnerships Unit.

PSFR directs fundraising market development and manages the Income Growth Investment Fund as well as international corporate and foundation partnerships.

An unprecedented amount of USD 47.8 million was raised in 2008, the second year of a five-year investment plan for private sector fundraising. Average growth across the top five markets – Australia, Italy, Japan, Spain and the United States – was 160 per cent between 2006 and 2008 and new markets also exceeded forecasts. Income received from corporate and foundation partners more than doubled during the period.

The growth of sustainable income has been driven by UNHCR's investment in the recruitment of regular monthly donors. In 2008, some 82,000 monthly donors contributed more than USD 12.6 million to UNHCR, or 26 per cent of PSFR's total income.

The **Communications Group** provides information and generates awareness among a variety of external and internal audiences worldwide to support the Office's overall advocacy efforts on behalf of refugees through its individual sections (Media Unit, Public Affairs, Internal Communications; Electronic Publishing Unit, Audio-video Unit, Photo Library; Mass Information; and Visibility-Distribution Unit). The Communications Group continued the expansion of responsibilities begun in 2007 with the addition of Public Affairs/Strategic Communications, Internal Communications and other functions.

In 2008, the global communications network produced and disseminated internationally more than 750 individual publications, press releases, UNHCR website reports, emergency updates, briefing items, photo packages and audio-video materials.

It also began work on the re-design of the UNHCR public website www.unhcr.org, which will then serve as a template for more than 30 other UNHCR websites in different languages managed by various branch offices worldwide. In 2008, the main UNHCR website received an average of 1.1 million visitors a month, a 50 per cent increase over 2007. The French website, re-launched in Geneva in 2005, also saw a steady increase in visitors. The Electronic Publications Unit continued to provide technical and development support to DIPS for the new RefWorld online site, which became one of the most popular destinations on the website.

A new DER policy to reduce emphasis on "hard" news from Headquarters and the relatively low number of emergencies in 2008 likely contributed to a reduction in traditional global media coverage of UNHCR during the year. In 2008, some 12,600 stories were recorded compared with some 16,400 stories in 2007. Media coverage of

UNHCR's work in the Georgia – South Ossetia situation was by far the biggest of any issue, operation or event.

UNHCR engaged in a number of events, platforms, campaigns and partnerships in 2008, including the World Economic Forum, the launch of the Google Earth programme, a partnership with Pangea Day to provide refugee video stories to a global audience, participation as beneficiary of the Pavarotti tribute in Petra, Jordan; the "Human Race," and the launch of the "Gimme Shelter" campaign with the support of Ben Affleck and Mick Jagger. UNHCR has established a firm foothold in important social media platforms such as MSN, YouTube, Nokia OVI, Myspace, Ning, Facebook, Google, Twitter and Flickr.

Throughout the year, UNHCR Goodwill Ambassadors contributed to raising the profile of the Office world-wide. Several participated in World Refugee Day 08, which included a public service announcement by Angelina Jolie. Jesus Vazquez, who was appointed Goodwill Ambassador for Spain, participated in the Pavarotti event, and visited Kenya for the second time, while Angelina Jolie visited Afghanistan in October 2008. Egyptian actor Adel Imam went to Iraq and Syria, while Countess Genoveva Casanova of Spain made field trips to Latin America.

The 2008 Nansen Award winners were Chris Clark, the coordinator of the UN Mine Action Coordination Centre-South Lebanon (UNMACC-SL), and his nearly 1,000 staff for their contribution to the safety and security of internally displaced people, returnees and humanitarian workers in Lebanon.

The Media Unit handled thousands of individual media requests and interviews during the year and supported more than 100 press conferences and briefings. The Photo Library received and processed some 19,600 new photos during the year, while distributing more than 58,000 photos. A total of 23 special photo galleries/features were produced for distribution worldwide, featuring various issues, events and operations. The service produced 462 website reports in 2008. A total of 55 UNHCR press releases were issued in English, and 43 in French. The Video Unit produced 61 video news stories released through Associated Press Television News, the European Broadcasting Union, Reuters TV and others. Thirty-three videos were produced for the UNHCR website and 16 specialized videos were made. The Video Unit also coordinated production of two half-hour documentaries which aired on BBC World television, reaching a potential audience of 1.8 billion people. The Visibility and Distribution Unit, which also operates the UNHCR Info Kiosk at HQ, distributed 5 tons of visibility items and 8 tons of DER-produced publications and documents to UNHCR's offices worldwide during the year.

The **Secretariat and Inter-Agency Service (SIAS)** supports the work of UNHCR's Executive Committee and acts as a focal point for the Office's relations with Member States as well as the United Nations system, other international organizations and bodies and non-governmental organizations. The Head of the Service was supported by the Secretariat and the Inter-Agency Unit, and served as Secretary of the Executive Committee.

In 2008, the Service provided conference services for meetings of the Executive Committee and the second High Commissioner's Dialogue on Protection Challenges, organized the Annual Consultations with NGOs; drafted

and coordinated reports into the proceedings of UN governance bodies such as the General Assembly and the Economic and Social Council (ECOSOC); and sought to ensure that decisions, conclusions and resolutions of UNHCR's governance bodies adequately reflected the Office's objectives and the interests of persons of concern.

UNHCR's principal governance report, the Annual Report of the United Nations High Commissioner for Refugees, drafted and coordinated by SIAS, was well received in the General Assembly Third Committee, as were the report on assistance to refugees, returnees and displaced persons in Africa and the oral report to ECOSOC on the coordination aspects of UNHCR's work. The Service contributed, through the Inter-Agency Standing Committee, to the humanitarian reform process, the inter-agency collaborative response to internal displacement, the debate on humanitarian space, the food crisis and climate change, as well as the follow-up to the Secretary-General's High-level Panel on System-wide Coherence and the improvement of the planning process for integrated missions and the Resident and Humanitarian Coordinator systems.

In the context of the structural and management change process, the Service led a working group on implementing arrangements, which led to a renewed emphasis on prioritizing implementation through partnerships and revealed a need for better mechanisms to analyze and explain global trends in operations.

SIAS served as a bridge between NGOs and UNHCR at a strategic level. It promoted more effective cooperation with NGOs and identified NGO participants in a reference group that informed the Field Review on the ways in which UNHCR runs its field operations.

The **Records and Archives Section** is responsible for the management and preservation of the Office's current and historical records in all types of formats. The section also oversees the reproduction unit that provides timely and flexible printing facilities. As part of the restructuring of the Division of External Relations, the Library was transferred to the United Nations Geneva Library.

In 2008, out of a total of 4,000 linear meters of records appraised, 1,200 linear meters were transferred to the Archives for long-term preservation. The electronic recordkeeping system (Livelihood) was deployed to the Budapest Global Service Centre and in preparation for the use of Livelihood in the field, RO Washington and BO Kuala Lumpur served as pilot locations.

The Section also provides archival records to researchers upon request. During 2008, some one hundred internal and external researchers accessed UNHCR's archived records.

Division of Human Resources Management

Subsequent to the Structural Reform Process launched by the High Commissioner three years ago, the Division of Human Resources Management (DHRM) undertook a reform of its rules and procedures, including modifications to the postings and appointment process; the fast track appointment system, and implementation of the gender policy on staffing. DHRM continued to provide the structural reform process with the input required in order to deal with the implications on staffing. At the same time,

DHRM led the process of outposting by transforming the Staff Development Section into a Global Learning Centre (GLC) based in Budapest.

The Performance Management Unit and the Career Planning Unit merged to create the hub of a new **Career Management Support Section (CMSS)**, which will enable DHRM to implement an expanded career counseling capability and specialized services during career transition periods for professional employees.

In 2008, the High Commissioner launched the Policy Framework for the Performance Appraisal Management System (PAMS), designed to provide a clear process for assessing all UNHCR staff members' performance. DHRM supported the design of a methodology for promotions in the International Professional category which was used during the annual promotions session held in January 2008. As of July 2008, the number of International Professional Roster (IPR) candidates stood at 784, comprising 445 women and 339 men. The measures introduced in 2007 to mitigate the effects of UNHCR's reform process, were applied by the Recruitment and Postings Section (RPS) until the end of 2008. These included a possibility for General Service staff to be eligible for professional positions, limiting external recruitment and the establishment of a special voluntary separation programme. As agreed in the Joint Advisory Committee, DHRM took a lead role in implementing the programme to address the organization's strategic human resources management needs and mitigate the effects of resulting post cuts.

RPS also managed the fast track appointment system which was used for all Supplementary Budget Programmes and emergency operations, including IDP operations. Modifications in the creation of positions; advertisement and selection of candidates; eligibility criteria and processes; standard assignment lengths; as well as administrative procedures were introduced in 2008, to make the model more effective in meeting operational requirements.

The **Office of the Director** tried to ensure that the provisions of the policy to achieve gender equity in UNHCR were adhered to in the areas of recruitment, postings, promotions, performance management, staff development and work/life balance. Other activities included mainstreaming the policy into planning and reporting tools, as well as developing tools for its implementation and continuing monitoring.

DHRM engaged actively in the establishment of the Staff/Management Consultative Council (SMCC) as a forum for management and staff association representatives from the Field and Headquarters. The SMCC held its first meeting in December 2008.

The **Policy Section of DHRM** participated in UN inter-agency fora on disability, special entitlements and the classification of field duty stations to ensure that UNHCR's interests and needs were taken into account.

The **Medical Service**, in cooperation with the Division of Information Systems and Telecommunications (DIST), has been working on the new Occupational Health and Safety software called Medgate, which will be linked with MSRP and improve the workflow between the Medical Service and the Personnel Administration and Payroll Section.

Among other activities, the Staff Welfare Section coordinated the network of HIV focal points in UNHCR country offices and supported the implementation of country-based projects aimed at awareness-raising of HIV in

the workplace. A policy to establish minimum standards on HIV in the workplace was introduced. Staff counseling and support was provided to emergency operations. Support for staff exposed to the risk of trauma was implemented as a pilot project in Jordan, with a positive evaluation and call for expansion in other resettlement operations.

The **Staff Development Section (SDS)** of DHRM faced a three-pronged challenge in 2008: ensuring effective implementation and improvement of its day-to-day delivery; the shaping and preparation for its relocation to Budapest and restructuring as the new Global Learning Centre (GLC); and the development, endorsement and training design of the new Competency Framework, PAMS system and e-PAD software. Towards the end of 2008, two formal GLC support mechanisms came into existence, namely the Transition Learning Team and the Learning Task Force, both to be reformed in mid-2009 to become part of a more durable learning governance mechanism. Management and leadership development continues to rank high on UNHCR's learning needs agenda. DHRM continued the development of the Management Assessment Process (MAP), aimed at introducing a robust and objective mechanism to identify managerial talent and create a pool of qualified candidates for management positions. Language learning is also a top priority for many UNHCR staff. In 2008, 121 staff participated in language learning activities administered by Headquarters.

Division of Information Systems and Telecommunications

The Division of Information Systems and Telecommunications (DIST) is responsible for the maintenance, evolution and support of UNHCR's Information and Communications Technology (ICT) systems, while planning ahead to meet the organization's new and increasing reliance on information technology.

In 2008, DIST's major achievements were the completion of the MSRP, the delivery of *proGres* version 3 (UNHCR's standard refugee registration system) and the implementation of a modern web content management system, which will host UNHCR's new intranet and other portals. DIST also contributed to the development of the results-based management IT application *Focus* and the establishment of wide-area-network, which will provide a more reliable and enhanced data connectivity.

DIST also undertook a key strategic reform which resulted in streamlining of its services, including a significant reduction of ICT regular staff, moving posts to the field and outsourcing a number of ICT services to external partners. DIST also developed its 2009-11 ICT strategy and plan, which included new initiatives, evolution of existing strategic systems and phase 2 of the reform. An ICT project office was set up to deliver an ICT projects methodology, relevant processes and guidelines for supporting the activities of the ICT Governance Board.

The International Computer Driver's License program was expanded and over 1,500 UNHCR staff obtained a certification in key IT skills, particularly benefiting operations in Africa. The Global Service Desk provided user support through hubs in Geneva and Kuala Lumpur, as well as through a sophisticated telephone support system.

Assistant High Commissioner (Operations)

The Department of Operations functioned under the overall leadership of the Assistant High Commissioner (Operations) and consisted of five Regional Bureaux and the Division of Operational Services. Members shared information on operational developments and priorities, and also developed common positions on cross-cutting issues, such as IDPs, reintegration, global objectives and priorities, and policy formulation. The Department also played a key role in ensuring that the Office's strategies and goals were pursued in a coherent and coordinated manner, drawing lessons learned and incorporating these into the ongoing management of operations. Areas of particular focus for guidance to the field included UNHCR's engagement in the Delivering as One pilot projects, the extension of the cluster approach to new IDP situations and implementing the revised Policy Framework and Implementation Strategy on UNHCR's Role in Support of the Return and Reintegration of Displaced Populations.

Division of Operational Services

The primary goal of the Division of Operational Services (DOS) is to improve the quality of support to operations in the Field. DOS' activities in relation to HIV and AIDS, public health, nutrition, avian flu, education, and registration and data management are described in the Protection chapter.

The change management process has led to significant changes in the structure of DOS. The Division now consists of the Emergency and Security Service (ESS), the Supply Management Service (SMS), the Programme Training Unit and three sections providing support on early recovery, transition, reintegration, livelihood, education, environment, public health, HIV and AIDS, data management and registration, as well as supporting UNHCR's engagement with IDPs and the cluster approach. Eleven posts were transferred to the Field and DFAM.

Direct support was provided to field operations by the **Emergency Preparedness and Response Section (EPRS)** through contingency planning (31 countries); emergency deployments (245 staff to 41 countries) and USD 21 million worth of non-food items dispatched from the Central Emergency Stockpile. The emergency response budget was a key factor in UNHCR's overall ability to respond to sudden onset emergencies. EPRS was also able to pre-finance the urgent response in several countries where the operational budget was insufficient at the time of the massive influx or internal displacement.

Three Emergency Response Team rosters ensured that adequately trained teams were available for deployment within 72 hours notice. Training for roster staff was provided at the Workshop on Emergency Management sessions organized by EPRS in Germany, Norway and Sweden.

During 2008, the **Field Safety and Security Section (FSS)** was restructured and decentralized in order to increase support to field operations. A number of guidelines were developed in order to streamline processes related to security within UNHCR. FSS also continued to actively assist UNHCR regional bureaux, desks and field offices in developing and managing security assets and resources. FSS

continued to provide support in critical incident management.

Operational Solutions and Transition Section (OSTS), established in February 2008, provided strategic guidance and support on durable solutions, education, livelihoods, environment physical planning and emergency shelter. OSTS promoted relief-to-development linkage in transition situations, including promoting the dignity and self-reliance of the displaced and returnees through livelihoods initiatives, shelter/physical planning, environment and education projects as well as promoting partnership with development agencies, international financial institutions and bilateral agencies and local authorities. OSTS also co-chaired the global emergency shelter cluster, and promoted an inter-agency approach by its active involvement in Inter-agency Network for Education and the education cluster and cluster working group for early recovery.

In 2008, UNHCR issued its new Policy Framework and Implementation Strategy on UNHCR's Role in Support of Return and Reintegration. OSTS led the process of operationalizing the new policy framework, linking reintegration support to the early recovery process, providing inputs to create livelihoods opportunities, incorporating reintegration operations in national development plans, supporting local reconciliation initiatives and ensuring access to national protection mechanisms.

OSTS emphasized increased livelihoods interventions and targeted self-reliance strategies for protracted refugee populations, as well as refugees living in urban situations. Expert staff has been deployed to HQ and regional offices (Americas and West Africa). OSTS staff provided support to field operations in developing comprehensive strategies for self-reliance, conducting livelihoods assessments, and designing quality livelihood programmes. Protection challenges facing women and youth in displacement situations are specifically addressed through UNHCR's Women Leading for Livelihoods programme.

Increased funding was raised through the **ninemillion.org** campaign to address the gap related to post-primary education and enlarge the opportunities for adolescents, in particular girls, to access education. The DAFI scholarship programme was expanded with the largest budget in its history allowing for more students to be enrolled into this programme.

The **Supply Management Service (SMS)** completed the first phase of its outposting to the Global Service Center in Budapest in 2008. The Procurement Section, Logistics Section and Training Support Services (totaling 17 posts) were re-located to Budapest in March, while the Contracts and Asset Management Units remained in Geneva.

In 2008, SMS enhanced its delivery capacity by complementing the warehouse and stockpile management platform in Dubai with the establishment of platforms in Durban and Accra. New positions for warehouse, fleet, implementing partner procurement and field logistics support improved services provided to field operations, and saved UNHCR over USD 9 million.

SMS signed over 50 frame agreements for procurement of goods and services, further reducing the time and costs required for various items. Emergency procurement procedures were successfully piloted in Pakistan.

In 2008, over 200 UNHCR and implementing partner staff were trained in supply chain practices. Disposal and sales of obsolete assets resulted in an income of over USD 3 million. The cooperation with UNICEF and WFP was strengthened through agreements for procurement support for non-food items under existing frame agreements. UNHCR undertook a comprehensive review of its supply chain function with a humanitarian logistics research organization, with the aim of design improving its delivery capacity, particularly in the management of non-food items.

The **Field Information and Coordination Support Section (FICSS)** provides support and technical advice to maximize the use of operational data. Operational data management integrates data collection and analysis and is conducted through refugee registration and IDP profiling, surveys, collection of population statistics, analysis of standards and indicators data, and the use of geographic information systems (GIS). Providing other sections in Headquarters and the field with advice on good information management practices and procedures is a key responsibility of the section. FICSS is also home to the camp coordination and camp management cluster. In 2008, key achievements included

- support to 72 offices using *proGres* and upgrading of the software,
- review of the use of biometric tools in four operations and associated data security measures,
- establishment of the Interactive *Refscout* which allows for on-line access to UNHCR's operational data,
- piloting of *webGIS* which allows operations to update and map operational data on line,
- full launching of the Operational Data Management Learning Programme,
- hosting a regional registration workshop in the Syrian Arab Republic which focused on harmonizing the registration of the Iraqi refugees in the region ensuring the quality of protection to this caseload,
- implementation of the *proGres* registration software to nine additional countries,
- publication of annual statistical reports,
- support to camp coordination and management in IDP operations, and
- the revision of the annual and quarterly statistics to incorporate new categories of people of concern to UNHCR to better reflect their situations.

The **Public Health and HIV Section** provides strategy, guidelines and technical support in public, reproductive and child health; HIV and AIDS; nutrition and food security; as well as water and sanitation. In 2008, guiding principles and strategic plans for 2008-12 were introduced, based on UNHCR's multi-sectoral approach and guided by human rights principles and the agency's protection mandate.

The **Programme Training Unit** develops and delivers programme and operations management training to operations and staff, including UNHCR's partners. During 2008, the Unit conducted nine programme training events which covered more than 280 UNHCR and partner staff, 90 per cent of whom are based in the field. In mid-2008, the Unit also initiated the development of an on-line self-learning module in programme management.

HIV and Stigma

Stigma is known to cause unnecessary personal suffering and loss of dignity for people living with HIV. Where the probability of stigma is high, people are less likely to seek counseling and testing as this could ultimately result in rejection and avoidance. At country level, UNHCR is actively addressing stigma through training, the Positive Lives Exhibition, as well as performances from magicians without borders.

Tom Verner performs magic with a HIV message. Holding up a bottle containing a red piece of cloth he says, *"HIV can be destructive and dangerous but even more dangerous is the destructive power of stigma. Stigma destroys the community by tearing the*

community to pieces, by shunning and pushing certain people out of the community because they are seen as different and feared. Imagine this red cloth is this destructive stigma."

Tom asks a boy to slowly remove the deadly stigma from the bottle. Taking the red cloth he asks the audience: "How can we make stigma disappear?" The audience shouts out, "Awareness of the disease", "Embracing those with HIV, "Playing football together", "Holding hands and sharing food". With each response the cloth is pushed a bit deeper into Tom's fist. When the cloth is completely in his hand he asks the audience to shout out "Stigma disappear!!" Tom slowly opens his hand and the red cloth is gone. The stunned audience roars with laughter and surprise.

Assistant High Commissioner (Protection)

As a member of the Senior Management Troika, the Assistant High Commissioner (Protection) oversees protection policy development, advocacy for rule of law and implementation of standards, as well as the integration of protection priorities into management and delivery of operations in the field in a coherent and consistent manner. The Assistant High Commissioner (Protection) also oversees the activities of the Division of International Protection Services, which includes the Resettlement Service and the Statelessness Unit. The Policy Development and Evaluation Service (PDES) has a direct reporting line on protection policy issues to the Assistant High Commissioner (Protection). In addition, in 2008 the Senior Coordinator for IDP Operations remained under the direction of both Assistant High Commissioners.

In 2008, the Assistant High Commissioner (Protection) contributed to the reinforcement of a protection culture both inside and outside the organization by promoting clear objectives, accountabilities and protection strategies. The Office of the Assistant High Commissioner (Protection) continued its efforts to improve UNHCR's delivery of protection, including through overall supervision of the Strengthening Protection Capacity Project (SPCP), and enhanced management and accountability mechanisms. The accountability framework for age, gender and diversity mainstreaming remains a key instrument in this regard, implemented throughout the organization under the direct supervision and oversight responsibility of the Assistant High Commissioner (Protection). The Women Leading for Livelihoods (WLL) initiative, a project to promote self-reliance programmes for refugee women in exile and on return, was also overseen by the Assistant High Commissioner (Protection).

Externally, the Office of the Assistant High Commissioner (Protection) worked with partners to strengthen national protection capacities and strategic solutions planning. This included directing the development of a special initiative to address protracted refugee situations, leading up to the High Commissioner's Dialogue on

Protection Challenges in December 2008. Furthermore, the Assistant High Commissioner (Protection) retains the primary responsibility for promoting implementation of UNHCR's 10-Point Plan of Action - a framework for developing comprehensive strategies to respond to protection needs in mixed migration situations.

Division of International Protection Services

The Division of International Protection Services (DIPS) prepared several policy and legal guidelines, strengthened the capacity to deliver protection through several learning programmes, gave advice to the Assistant High Commissioner (Protection) on protection priorities and provided direct operational support to the field through mission by DIPS staff. The restructuring of the Division continued in 2008 with the transfer of several training positions to the newly established Global Learning Centre (GLC) in Budapest which will service the training needs of the entire Office. These changes led to the re-orienting of the activities of the Protection Delivery Support Section, to enhance its support to field operations, even further.

The **Office of the Director** provided stewardship to the Division's policy formulation and operational support interventions. The Director's office also spearheaded a number of dialogue processes, such as the High Commissioner's Dialogue on Protection Challenges, which considered refugees in protracted situations. The 2008 Dialogue generated recommendations to unlock these situations, or at the minimum to ameliorate the quality of asylum pending solutions. The Director's office also convened the Field Reference Group on Protection Policies that brought together Senior Managers from the field, in order to provide input and direction on the development of protection policies in the Division.

In 2008, the **Community Development, Gender Equality and Community Services Section (CDGECS)** focused on the efforts to institutionalize age, gender and diversity mainstreaming throughout UNHCR. In particular, CDGECS work focused on the establishment of a system-wide multi-functional team approach, using participatory assessments to identify

protection risks and gaps with partners, staff and people of concern to UNHCR. In operations, CDGECS worked to reinforce community-based programmes that build on the skills and capacities of refugees and others of concern and promote their active participation in the protection of their rights. Further objectives were to promote community outreach and establish individual case-management systems in operations to protect those most at risk of trauma and violations of their rights; to promote a common approach among UN agencies and government and non-governmental partners on age, gender and diversity analysis, and to increase senior management accountability on this subject.

In 2008, CDGECS organized three “Training of Trainers” workshops on community-based approach, developed a multi-year strategy on SGBV, consulted widely on the gender equality policy, finalized and disseminated the Best Interest Determination Guidelines, and supported the development of child protection systems.

In 2008, the **Protection Delivery Support Section (PDSS)** was formed through the merger of the former Protection Capacity Section and the Solutions Operations Support Section in order to streamline functions within DIPS and emphasize the field support focus of the two former sections. The new section was responsible for enhancing the protection capacity of UNHCR staff, governments, NGOs, UN agencies and other partners and members of the civil society by offering various learning programmes, self-study modules and organizing regional courses on international protection and refugee law. It also coordinated protection workforce issues to enhance the quality of protection delivery in the field. In 2008, PDSS conducted a systematic review of all protection-related job descriptions and developed staffing benchmarks. The Section provided support to emergencies and oversight missions and provided advice and assistance to voluntary repatriation operations.

In line with UNHCR’s commitment to Humanitarian Reform and its role as the lead of the global protection cluster for IDPs, PDSS hosted the support cell for the cluster for IDPs and contributed to the Learning Taskforce, the Information Management Taskforce and the Staffing Taskforce, within the cluster.

The decentralization of training delivery began in 2008 with the redeployment of two training positions from the Section to regional locations (Dakar and Bangkok) and the Section prepared for the further redeployment of all remaining training functions to the Global Learning Centre in Budapest.

In 2008, the **Status Determination and Protection Information Section (SDPIS)** continued to move forward the twin components of its work: improving the quality and consistency of refugee status determination (RSD) globally and managing protection information and knowledge in order to support protection delivery.

In 2008, 24 RSD consultants and UNVs were deployed to 14 operations to assist in backlog reduction, development and strengthening of RSD procedures and the provision of on-the-job training. In addition, six RSD learning programme sessions were conducted, benefiting 160 UNHCR RSD officers and supervisors. SDPIS provided training and expertise on complex, exclusion or cancellation cases.

The RSD Unit extended existing partnership agreements with the Canadian Immigration and Refugee Board (IRB) and the *Office Français de Protection des Réfugiés et Apatrides (OFPRA)*, aiming to strengthen co-operation between UNHCR and governments with recognized expertise in the field of RSD.

Furthermore, SDPIS continued its research on countries of origin, drafting country reports and eligibility guidelines for publication, and publishing new RSD tools such as country briefings. The Section also continued to manage and disseminate protection information and knowledge, by selecting and compiling country-related, legal and policy documents relevant for decision-making.

The Statelessness Unit provided support to a wide range of field offices through advice on strategies to address statelessness, analyses of nationality legislation and guidance on individual cases of stateless persons. To bolster field capacity, a thematic protection learning programme on statelessness was developed and piloted in the Middle East. Two protection officers were deployed through the Procrap and rosters to help develop strategies on statelessness for UNHCR in Nepal and southern Africa. The Unit focused on the development of guidance on statelessness, notably by preparing a gaps analysis tool titled “Statelessness: An Analytical Framework for Prevention, Reduction and Protection” that will be used by offices for the global needs assessment in 2009.

The **Statelessness Unit** continued to broaden cooperation on statelessness with other UN agencies, regional organizations and NGOs, looking at issues such as population censuses and strengthening civil registration, reporting on the arbitrary deprivation of nationality, guidance on using population census to identify stateless people and preparing a draft recommendation on children and nationality with the Council of Europe. A special session on statelessness was organized as part of UNHCR’s annual NGO consultations to raise awareness of the issue among a broad range of NGOs. The Statelessness Unit also examined the risk of statelessness in the context of small island States that may disappear as a result of climate change.

The enhanced **Resettlement Service** experienced a continued rise in the use of resettlement as a durable solution in its second year of operation. Further regionalization and decentralization of resettlement occurred in 2008, with the establishment of regional positions in Bangkok and Pretoria. The Regional Resettlement Hub in Accra, Ghana, was transferred to Dakar, Senegal. An additional resettlement position was transferred to Washington from Headquarters, with delegated responsibility for the collection, analysis and distribution of statistical information on resettlement. In the field, the three Regional Resettlement Hubs (Nairobi, Beirut, Dakar) continued to coordinate and maintain quality control of referrals from their respective geographical areas.

In 2008, staff training was organized on the identification and processing methodologies as well as improvement of quality assurance and compliance systems. Policy and procedural guidelines on resettlement fraud perpetrated by refugees were developed, and efforts were made to mainstream anti-fraud approaches.

Further progress was made concerning the Evacuation Transit Facilities, which were established for refugees facing imminent threat of refoulement or unstable, inhumane or dangerous conditions. A flash appeal mechanism was established for rapidly emerging resettlement needs of certain refugees or caseloads, when emergency places do not suffice. The global resettlement needs document tabled at the Annual Tripartite Consultations on Resettlement included 77 country chapters describing and quantifying resettlement needs and capacity shortfall. The document proved to be an important planning tool and reference document for resettlement countries and NGOs.

The **Protection Policy and Legal Advice Section (PPLAS)** focused on the identification of international protection priorities requiring policy development to define standards. The section provided advice on protection issues to field offices, governments, international organizations and the legal community.

In 2008, the section developed policy guidance on issues such as extradition and international refugee protection, exclusion, *non-refoulement*, expulsion, refugee claims relating to sexual orientation and gender identity, complementary protection, the humanitarian character of asylum, cessation, the protection of women and girls as well as the future of the asylum policy in the EU. The section issued an updated edition of the Thematic Compilation of Executive Committee Conclusions. Inputs into inter-agency processes included those resulting in the Inter-Agency Statement on the Elimination of Female Genital Mutilation.

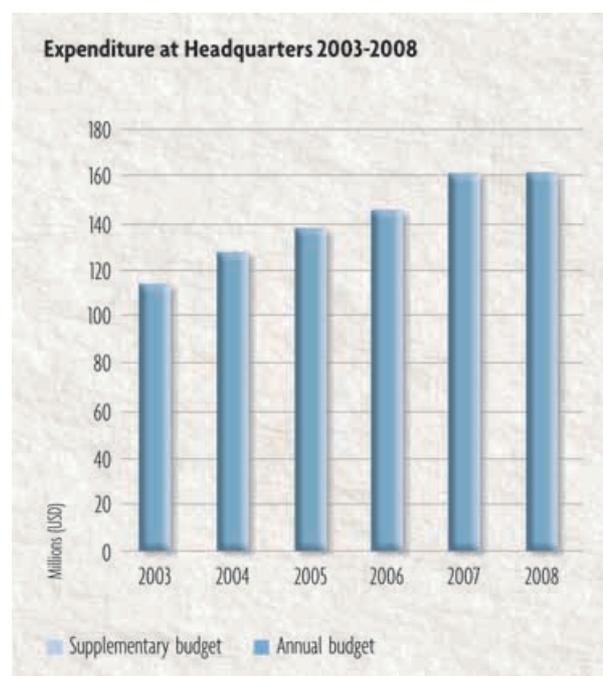
PPLAS prepared *amicus curiae* briefs before higher national and supranational courts, and continued to assist Governments in preparing or reviewing national legislation. Regional conferences on the link between refugee protection and international migration were organized in the Gulf of Yemen and in West Africa. The section also focused on anti-terrorism measures where these had an impact on asylum and refugee status determination and, conducted training for practitioners and relevant international organizations on issues related to non-refoulement, exclusion from refugee protection, and the intersection between extradition and international refugee law.

| Staff Council |

The Staff Council is the representative body for UNHCR staff worldwide with over 6,400 staff members serving in more than 300 duty stations. Its mandate is to safeguard the rights of UNHCR staff members, promote and defend their interests and ensure that the conditions of employment and work are in conformity with UN staff regulations. The Staff Council provides a channel of communication between the staff and the administration.

In 2008, the Staff Council focused on improving communication and consultation with field staff, thereby ensuring that concerns are presented to relevant stakeholders both at UNHCR's management level and before advisory and decision-making bodies. The Council Members undertook missions to Armenia, Georgia, and the Global Service Center to further increase UNHCR staff involvement with the Council.

A Staff Management Consultative Committee was created in July 2008, bringing together field staff and management to review staff welfare and human resource policies and align UNHCR with other UN agencies.



Headquarters' budget and expenditure (USD)						
Divisions / Departments	Final budget			Expenditure		
	Annual budget ¹	Supplementary budget ²	Total	Annual budget ¹	Supplementary budget ²	Total
EXECUTIVE DIRECTION AND MANAGEMENT						
Executive Office	4,060,724	0	4,060,724	4,027,081	0	4,027,081
UNHCR's Office in New York	2,600,233	0	2,600,233	2,481,758	0	2,481,758
Inspector General's Office	3,917,614	0	3,917,614	3,913,216	0	3,913,216
Legal Affairs Section	1,280,766	0	1,280,766	1,279,920	0	1,279,920
Office of the Ombudsman	507,210		507,210	491,144		491,144
Change Management Section	632,123	0	632,123	631,574	0	631,574
Policy Development and Evaluation Service	1,010,847	0	1,010,847	966,505	0	966,505
Organizational Development and Management Service	4,218,276	0	4,218,276	4,207,904	0	4,207,904
Subtotal	18,227,793	0	18,227,793	17,999,102	0	17,999,102
DIVISION OF INTERNATIONAL PROTECTION SERVICES						
Office of the Director	2,522,032	0	2,522,032	2,519,361	0	2,519,361
Specialized Sections	8,917,188	0	8,917,188	8,871,955	0	8,871,955
Subtotal	11,439,220	0	11,439,220	11,391,316	0	11,391,316
DEPARTMENT OF OPERATIONS						
Division of Operational Services						
Office of the Director	2,393,878	264,000	2,657,878	2,391,357	12,280	2,403,637
Specialized sections	3,104,918		3,104,918	3,027,718	0	3,027,718
Supply Management Service	1,888,337	0	1,888,337	1,650,090	0	1,650,090
Subtotal	7,387,133	264,000	7,651,133	7,069,165	12,280	7,081,445
Regional Bureaux at Headquarters						
Office of the Director - Africa	4,633,999	122,042	4,756,041	4,630,362	121,612	4,751,974
Sudan / Chad Situation Unit	1,101,898	842,937	1,944,835	1,092,617	642,684	1,735,301
Desk for West Africa	705,712	0	705,712	672,234	0	672,234
Desk for East and Horn of Africa	1,010,416	0	1,010,416	1,009,445	0	1,009,445
Desk for Central Africa and the Great Lakes	1,063,186	0	1,063,186	1,038,722	0	1,038,722
Desk for Southern Africa	636,880	0	636,880	636,276	0	636,276
Bureau for the Middle East and North Africa	3,019,572	2,647,005	5,666,577	3,017,619	2,446,984	5,464,603
Bureau for Asia and the Pacific	4,707,968	0	4,707,968	4,665,314	0	4,665,314
Bureau for Europe	4,356,585	0	4,356,585	4,343,609	0	4,343,609
Bureau for the Americas	2,481,682	0	2,481,682	2,472,878	0	2,472,878
Subtotal	23,717,898	3,611,984	27,329,882	23,579,076	3,211,280	26,790,356
Subtotal Department of Operations	31,105,031	3,875,984	34,981,015	30,648,241	3,223,560	33,871,801
DIVISION OF EXTERNAL RELATIONS						
Office of the Director	1,361,761	0	1,361,761	1,348,787	0	1,348,787
Donor Relations and Resource Mobilization Service	3,867,663	0	3,867,663	3,827,707	0	3,827,707
Media Relations and Public Information Service	4,608,858	0	4,608,858	4,608,776	0	4,608,776
Private Sector Fund Raising	1,611,771	0	1,611,771	1,611,365	0	1,611,365
Secretariat and Inter-agency Service	2,673,805	0	2,673,805	2,668,720	0	2,668,720
Record and Archives Section	1,748,895	0	1,748,895	1,745,305	0	1,745,305
Electronic Document Management Service	539,467	0	539,467	520,134	0	520,134
Subtotal	16,412,220	0	16,412,220	16,330,794	0	16,330,794

Divisions / Departments	Final budget			Expenditure		
	Annual budget ¹	Supplementary budget ²	Total	Annual budget ¹	Supplementary budget ²	Total
DIVISION OF INFORMATION SYSTEMS AND TELECOMMUNICATIONS						
Office of the Director and ICT fixed costs	3,318,539	0	3,318,539	3,290,531	0	3,290,531
Infrastructure and Telecommunication Service	9,107,077	0	9,107,077	9,067,316	0	9,067,316
Business Solutions Service	10,686,176	0	10,686,176	10,635,727	0	10,635,727
Subtotal	23,111,792	0	23,111,792	22,993,574	0	22,993,574
DIVISION OF HUMAN RESOURCES MANAGEMENT						
Office of the Director	3,409,767	0	3,409,767	3,409,403	0	3,409,403
Specialized Sections	10,168,233	0	10,168,233	8,718,168	0	8,718,168
Medical Service	1,901,327	0	1,901,327	1,898,927	0	1,898,927
Subtotal	15,479,327	0	15,479,327	14,026,498	0	14,026,498
DIVISION OF FINANCIAL AND ADMINISTRATIVE MANAGEMENT						
Office of the Controller and Director	2,318,413	0	2,318,413	2,317,636	0	2,317,636
Financial Resources Service	6,687,932	0	6,687,932	6,241,756	0	6,241,756
Audit	3,337,158	230,226	3,567,384	3,313,434	159,971	3,473,405
UN Finance Division (includes security and safety at HQ)	5,499,500	0	5,499,500	5,471,417	0	5,471,417
Headquarters Running Costs	12,766,862	0	12,766,862	12,641,099	0	12,641,099
Subtotal	30,609,865	230,226	30,840,091	29,985,342	159,971	30,145,313
GLOBAL SERVICE CENTER (BUDAPEST)						
Management Unit	3,196,015	0	3,196,015	3,195,777	0	3,195,777
Finance and Control Section	2,528,079	0	2,528,079	2,480,601	0	2,480,601
Supply Management Service	4,688,881	0	4,688,881	4,688,873	0	4,688,873
Division of Human Resources	6,310,322	0	6,310,322	6,281,312	0	6,281,312
Division of Information Systems and Telecommunications	1,140,306	0	1,140,306	1,140,245	0	1,140,245
Subtotal	17,863,603	0	17,863,603	17,786,808	0	17,786,808
STAFF COUNCIL	541,927	0	541,927	541,317	0	541,317
Total¹	164,790,778	4,106,210	168,896,988	161,702,992	3,383,531	165,086,523

¹ Includes allocations from the UN Regular Budget as follows: final budget USD 33,853,600; and expenditure USD 33,853,600

² Excludes a 7 per cent support cost that is recovered from contributions to meet indirect costs for UNHCR

Voluntary contributions to Headquarters (USD)

Donor	Annual Budget	Supplementary Budget	Total
Australia	260,417		260,417
Canada	494,560		494,560
European Commission	174,694	325,834	500,528
Hungary	1,875,583		1,875,583
Sweden	5,392,912		5,392,912
United States of America	17,439,000		17,439,000
Total	25,637,166	325,834	25,962,999

Note: Contributions shown exclude indirect support costs that are recovered from contributions against supplementary programmes and the "New or additional activities - mandate related" (NAM) Reserve.