

OPERATIONAL SUPPORT AND MANAGEMENT

| Executive Direction and Management |

The **Executive Office** formulates policies, ensures effective and accountable management and oversees UNHCR activities worldwide. The Executive Office is comprised of the High Commissioner, the Deputy High Commissioner, the Assistant High Commissioners for Operations and for Protection, the Chef de Cabinet, and their respective staff. The Inspector General's Office, the Ethics Office and UNHCR's Liaison Office in New York all report directly to the High Commissioner. The Policy Development and Evaluation Service also reports to the High Commissioner. All of these functions coordinate closely with the Chef de Cabinet, as do the High Commissioner's Spokesperson and the Secretary of the Executive Committee.

The **Ethics Office** is responsible for fostering a culture of ethics, integrity and accountability, and ensuring a transparent and fair work environment. The key objective of the Ethics Office is to ensure that all staff members understand, observe and perform their functions in a manner consistent with the highest standards of integrity, as required by the Charter of the United Nations, the UN Staff Rules and Regulations, UN and UNHCR administrative guidelines, and the UNHCR Code of Conduct. Specific functions include: protecting individuals against retaliation; developing, disseminating and promoting ethics-related policies; and advising individuals on ethical behaviour and standards.

The **Inspector General's Office (IGO)** contributes to the effective and accountable management of UNHCR operations. The IGO conducts inspections, providing advice and recommendations to senior managers on overall policies, internal controls and management practices. It monitors compliance with inspection recommendations and investigates possible misconduct by UNHCR personnel. When required, the IGO conducts inquiries into violent attacks on UNHCR personnel and operations that caused loss of life or serious damage to the organization's credibility or assets.

Inspections, investigations and *ad hoc* inquiries highlight recurring issues that need to be addressed and identify good practices for dissemination. The IGO works closely with the Ethics Office, the Ombudsperson's Office and the Staff Welfare Section on informal resolution mechanisms to address conflict in the workplace.

In 2010, the IGO was restructured to include an Inspection Service and an Investigation Service, and developed a road map to guide its work. In 2011, the Inspection Service will implement its revised inspection strategy, including an improved risk-based approach for selecting field operations and Headquarters units for inspection, and for prioritizing compliance activity.

The Investigation Service will continue to give priority to allegations of misconduct in relation to refugees and other persons of concern. Particular attention will be given to allegations of resettlement fraud, sexual abuse, and harassment.

With regard to staffing and training, the Inspector General's Office plans to create a Regional Senior Inspection Officer position in the Field to support IGO investigation and inspection activities. An investigation learning programme will provide training on investigation techniques for staff who will work under the supervision of experienced investigators. This should allow the IGO to respond more quickly to allegations of misconduct and contribute to the prevention of misconduct.

In 2011, the Investigation Service will use the intranet and conduct information sessions with staff to raise awareness of its work and provide advice on ways to prevent misconduct.

UNHCR's **Liaison Office in New York** represents UNHCR at UN Headquarters, advancing the organization's policy positions and operational concerns. The Liaison Office advocates for the needs of refugees and other populations of concern, working with the various UN offices and bodies in New York, including the General Assembly and the Security Council. The Office provides advice to the High Commissioner on evolving political and policy matters and keeps Headquarters and the Field informed of developments of the United Nations in New York.

The **Policy Development and Evaluation Service (PDES)** is responsible for the analysis and formulation of policies on key operational issues as well as the evaluation of UNHCR programmes, projects, practices and partnerships. In addition, the Service undertakes, commissions and publishes research and acts as focal point for UNHCR's relationship with the academic and policy communities on non-legal issues. The activities of PDES are undertaken in an integrated manner, focusing on a limited number of themes at any given time that are of particular interest and concern to the High Commissioner and UNHCR at large. Those themes currently include refugees in urban areas, protracted refugee situations, refugee protection and international migration, UNHCR's role in natural disasters, and the organization's relationship with non-state actors. In 2011, a key PDES objective will be to ensure a more effective utilization of evaluation findings and recommendations.

• Deputy High Commissioner

The Deputy High Commissioner advises the High Commissioner on all aspects of UNHCR's work and stands in for him in his absence. The Deputy High Commissioner has specific responsibility for the management and administration of UNHCR, including organizational structure, personnel, finance, and the resource prioritization and allocation process. In carrying out these responsibilities, the Deputy High Commissioner supervises the Division of Financial and Administrative Management; the Division of External Relations; the Division of Human Resources Management; the Division of Information Systems and Telecommunications; the Organizational Development and Management Service; the Policy Development and Evaluation Service on its programme

monitoring and evaluation function; the Legal Affairs Service; and the Ombudsperson's Office. A key priority of the Deputy High Commissioner in 2011 will be to continue efforts to meet the funding needs arising from the global needs assessment process, notably by identifying and pursuing additional sources of funding. Strengthening oversight mechanisms with the aim of ensuring a culture of accountability throughout the organization will also be a priority in 2011.

The **Legal Affairs Section** works on legal matters that are not related to refugee law: it provides expert advice primarily on the privileges and immunities of UNHCR officials, cooperation agreements, cases in the UN internal justice system, commercial contracts, the legal aspects of public and private sector fund raising and procurement, as well as legal issues with host governments. The Legal Affairs Section supports higher levels of accountability, including fair and efficient policies and procedures applied by UNHCR's administration. It works to reduce financial and other loss through legal risk analysis and represents the organization in internal litigations in the United Nations system of Administration of Justice.

The **Organizational Development and Management Service (ODMS)** will maintain a strategic overview of UNHCR's system of management and organizational design, as well as the implementation of UNHCR's structural and management change process. Having moved to the implementation phase of the internal reform process, ODMS will focus on consolidation and fine-tuning. ODMS will also be the custodian of corporate management tools and guidance, such as the Global Management Accountability Framework and Chapter 2 of UNHCR's Manual, and will oversee the Canadian Consultancy Management Initiative.

• *Division of External Relations*

The Division of External Relations (DER) is responsible for mobilizing public, political and financial support for UNHCR. In addition to external communication, public and private sector fund raising, public relations, and archives and records management, DER is also tasked with supporting the Office's governing bodies and maintaining relations with partners, including those in the UN system and NGOs.

In 2011, the Division will place emphasis on the commemorations of key anniversaries, including the 60th Anniversary of the 1951 Convention relating to the Status of Refugees, the 50th Anniversary of the 1961 Convention on the Reduction of Statelessness and the 150th Anniversary of the birth of Fridtjof Nansen, League of Nations High Commissioner for Refugees. The communication and fund-raising tools developed in 2010 will enable UNHCR to deliver more focused advocacy and fund-raising messages to various audiences. DER will also provide appropriate support to the Division of International Protection and to the Field for commemoration activities.

The **Donor Relations and Resource Mobilization Service (DRRM)** is responsible for relations with governmental donors and for 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 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 as well as 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. DRRM supports UNHCR's participation in various inter-agency processes related to humanitarian funding mechanisms. In 2011, DRRM will strengthen resource mobilization activities to fund UNHCR's comprehensive budget, with efforts to broaden the donor base by focusing on a long-term strategy for the Arab Gulf region and new markets in Asia.

The **Private Sector Fund Raising Service (PSFR)** is responsible for raising funds and mobilizing support from the private sector. It will continue to focus on three income pillars – individuals, corporations and foundations – with a view to expanding UNHCR's donor base and building a sustainable and predictable stream of private sector income. In 2011, PSFR will include three sections: the Leadership Giving Section, in charge of interaction with corporations, foundations and individuals; the Marketing Section, which will develop creative fund-raising proposals and manage administrative reporting functions; and the Global National Fund-raising Section, which will coordinate field-based regional fund-raising teams and support national offices and associations.

The **Communications and Public Information Service** is in charge of public affairs and relations with the media. It disseminates information on UNHCR's work and raises and sustains awareness of the Office's efforts on behalf of all persons of concern. It also provides technical support to field-based external relations and public information staff. The various sections of the Service, including a new Strategic Communication Section, will provide integrated and multi-disciplinary information services. In 2011, the Service will focus its efforts on designing and implementing communication activities in support of the commemorations that will take place during the year.

The **Secretariat and Inter-Agency Service (SIAS)**, which comprises the Secretariat and the Inter-Agency Unit, supports the work of UNHCR's Executive Committee and acts as the focal point for the Office's relations with Member States on governance matters. The Head of SIAS serves as Secretary of the Executive Committee. SIAS also provides support to the organization in other official meetings, such as the High Commissioner's Dialogue on Protection Challenges. Within the framework of the Inter-Agency Standing Committee as well as bilaterally, SIAS will seek to strengthen UNHCR's relations with its governance structures, as well as its global partnerships 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. Records are created and filed to facilitate the ongoing work of the Office; to provide accountability for internal review by managers and auditors; and to substantiate the Office's response to external review of UNHCR activities. Following the regionalization and decentralization process that emerged from the structural and management review, UNHCR's accountability relies increasingly on an efficient records management and archive system. In 2011, RAS will continue to roll out Livelink, UNHCR's electronic recording and archiving system, in the Field, particularly in the Asia and Pacific region.

• *Division of Human Resources Management*

The **Division of Human Resources Management (DHRM)** is responsible for human resources policy, personnel

administration and payroll, performance management, career planning, post classification, recruitment and postings, staff learning, medical services and staff welfare.

Following the issuance of the new Policy and Procedures on Assignments for international staff, additional policies for staff in the General Service, Field Service and National Professional Officer categories will be issued by the end of 2011. In 2011, DHRM will continue ensuring the implementation of UNHCR's policy to achieve gender equity in the organization. The Gender and Diversity Scorecard launched in February 2010, an intranet-based tool which increased transparency within the organization, has been made available to Executive Committee members. New policies on special leave without pay, flexible working arrangements, and inter-agency mobility were issued to improve work-life balance and workforce management.

In 2011, the **Career Management Support Section (CMSS)** will provide individual career counselling and support to staff members. CMSS will maintain Career Transitions Workshops in operations which are downsizing or expanding. A one-year pilot mentoring programme for newly recruited staff members will be launched in 2011. A Competencies Based Interview (CBI) e-learning module will be developed and launched in 2011, with the aim of encouraging the use of CBI in the recruitment process for national staff members.

CMSS will continue to monitor the implementation of the new Performance Appraisal Management System (PAMS). It will help staff understand the links between performance management, career planning, results-based management and staff development.

As of September 2010, the **Recruitment and Postings Section (RPS)** and **CMSS** will work together to implement the new Policy and Procedures on Assignments. The two sections will match people with posts so that vacant positions are filled in a timely manner through a comprehensive process of suitability assessment and profile matching.

DHRM is working to place all staff members on established positions. UNHCR continues to offer voluntary separation to staff on a case-by-case basis and places staff without regular assignments on temporary assignments where there is an operational need. Staff members who – pending a regular assignment – are fulfilling temporary needs of the organization, are distinguished from those staff members who are not working. The number of colleagues in between assignments who are working on temporary assignment is higher than the number of colleagues who are not working. DHRM will also continue to facilitate secondments to other parts of the UN system.

A new talent management and recruitment initiative, the Professional Recruitment, Induction and Deployment Programme (PRIDE) is being developed. PRIDE will identify, assess and recruit 20 to 30 young professionals with experience in the international humanitarian field. New recruits will be deployed to the Field. This mechanism will allow UNHCR to recruit appropriately skilled staff that meet the organization's needs.

Some 75 staff members were recruited in late 2009 and the first half of 2010. UNHCR currently has 106 JPOs on assignment and expects to recruit an additional 25 JPOs in 2011, as some in the current group will be finishing their contract.

In 2010, the UNV deployment unit was integrated into RPS. The UNV unit liaises with the UNV Headquarters in Bonn and the operational divisions and Bureaux on the placement of UNVs in UNHCR operations. There are some 1,000 national and

international UNVs throughout the organization. In 2011, the unit will continue to manage the deployments as well as enhance the strategic and programmatic relationship with the UNV Headquarters.

The **Personnel Administration and Payroll Section (PAPS)** is streamlining human resources (HR) processes to ensure that staff benefit from all entitlements in accordance with UN staff rules and that payroll functions efficiently in full respect of the financial rules. In 2011, PAPS will design policies to improve working conditions in the Field, contributing to a better balance between professional and personal life; provide clear HR information to staff through user-friendly booklets on entitlements and benefits; strengthen the use of the PeopleSoft HR Module through staff training; and boost oversight mechanisms on HR transactions.

In 2011, the **Staff Welfare Section** will prioritize field operations with high security challenges. In addition to trauma interventions, the team will focus on the promotion of self care and peer support, to build the resilience of staff. A pilot project for training human resources officers and managers to support colleagues during and after crises will be launched. Implementation of the UN minimum standards for HIV in the workplace will be pursued through collaboration with UN Cares.

In 2011, the **Medical Service** will strengthen the management and reporting of all medical records for UNHCR staff through Medgate, a newly installed web-based system. This system, which has necessary confidentiality and data protection features, includes a link between the medical histories of staff members and MSRP. Medgate benefits the work of the Medical Service by generating important statistical data needed to monitor and follow up on the health and safety of all UNHCR staff members.

As part of the reform process, the Staff Development Section was merged into the **Global Learning Centre (GLC)** and relocated to Budapest. A unified learning structure was created with a Governance Board, an internet-based Learning-Management System, increased resources and institutionalized links between training and career planning. The GLC consolidates learning in UNHCR and will ensure greater access by staff and partners to cost-effective programmes, which strengthen operations in the Field. The Learning for Career Path project will be completed in 2011 and will guide staff in learning activities to strengthen performance in their current post or assist in preparing for a functional career shift.

● *Division of Information Systems and Telecommunications*

The introduction of new strategic information technology (IT) applications and their supporting infrastructure constitute UNHCR's information backbone. The **Division of Information Systems and Telecommunications (DIST)** is responsible for the functioning and support of these systems.

DIST continues to refine its information and communications technology (ICT) strategy with a view to securing and increasing the benefits from its investments in information systems and communications infrastructures, thus contributing to the improved delivery of services. Several strategic initiatives identified in an audit by the United Nations Office of Internal Oversight Services on UNHCR ICT systems have been implemented, including the introduction of an ICT security function and the further strengthening of ICT governance for 2011.

As a result of the ongoing restructuring of DIST, support to the Field will be expanded through a decentralization of posts and the creation of a field-based ICT hub. These reforms will continue in 2011 with further decentralization, outposting and outsourcing.

Recent initiatives include the introduction of the new Performance Appraisal Management System (PAMS), an automated interface with the United Nations Joint Staff Pension Fund, the new Medical Records Management System (MedGate), and the Treasury Management System.

Key ongoing activities are the integration of MSRP with the *Focus* application, and the assessment of essential technical and process work in relation to the introduction of the International Public Sector Accounting Standards (IPSAS). Both of these activities will be continued in 2011. An upgrade of the MSRP/PeopleSoft system will require extensive user participation and will be linked to the implementation of IPSAS. In 2011, MSPR support will be outsourced as part of the overall DIST restructuring.

UNHCR's standard global refugee electronic registration system, *proGres*, is currently deployed in 77 countries and the Office supports its use by selected government partners. Version 3 of *proGres* is being deployed, providing new features to operations. In 2011, a new generation of *proGres* will be developed, which will meet UNHCR's latest requirements while taking advantage of recent technological innovations.

In 2011, UNHCR will introduce social collaboration tools and other portals, contributing to UNHCR's activities and emergency operations globally. The deployment of a modern Web Content Management System will provide users with easy and secure access to up-to-date information, as well as decentralized publishing of content.

As UNHCR's data connectivity needs continue to increase, DIST is working to upgrade global connectivity, offering reliable connectivity in remote field locations. The video conference facilities at Headquarters will be upgraded in 2011 and video conference services will be available to the Field during the course of the year. With the introduction of the many web-based applications and portals, demands on the Global Service Desk have seen significant increases. The total number of requests for support logged at the Global Service Desk in 2009 was almost 40,000. In 2010, some 32,000 requests were logged in the first six months of the year. This is a trend that is expected to continue as new applications are introduced.

• Division of Financial and Administrative Management

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

The **Controller**, who is also the Director of DFAM, is responsible for the management of the financial resources of UNHCR as well as assisting the High Commissioner and senior management on all aspects of financial management. The Office of the Controller plays a key role in the ongoing structural reform process, aiming to streamline financial and

administrative systems and procedures, rationalize structures, improve cost consciousness and efficiency, and fully implement result-based budgeting.

In 2010-2011, DFAM will focus on the following:

- Bridging the gaps in financial policy and guidance, in particular, those that are highlighted by recurrent audit findings, by developing the necessary policies and guidance papers;
- Providing the necessary support to Headquarters and the Field to ensure that new policies, procedures and systems relating to the new results-based budget structure are fully and correctly implemented;
- Continuing the review of implementing partner monitoring and audit certification processes and policies, in order to formulate alternatives that can be realistically implemented in UNHCR's operational context;
- Continuing the adoption of the International Public Sector Accounting Standards (IPSAS), including policy development, process rationalization, systems enablement and communication and training, for implementation by January 2012;
- Providing post-implementation support to the systems and procedural changes to comply with IPSAS in the areas of inventory, property, plant and equipment; and
- Participating in other corporate initiatives, such as the development of *Focus 2* as a tool for results-based budgeting, and the development and delivery of financial and administrative management training in close collaboration with the Global Learning Centre, to ensure an overall upgrade of financial skills within the organization.

The **Programme Budget Service (PBS)** is responsible for ensuring the alignment of UNHCR's financial, material and human resources with the organization's priorities. The Service monitors the resource needs and priorities of UNHCR's operations, providing guidance on the most efficient use of resources. PBS will be paying particular attention to the implementation of UNHCR's second biennial budget, participating in the implementation of results-based budgeting and management under a new budget structure, and providing support on budget matters relating to the implementation of the *Focus* application. The Service is also involved in the implementation of IPSAS.

The **Treasury Section (TS)** is responsible for the safeguarding of cash resources, liquid assets and liability management, foreign exchange and investment management, as well as managing global cash flow requirements. This involves making resource projections, formulating investment and liquidity policies, and financial risk management. The Section manages a foreign exchange volume equivalent to approximately USD 800 million. The full integration of UNHCR's global cash flow management within the Treasury Management System, together with a centralized cash management function, will further enhance liquidity management for the organization. The Treasury Section is continuously enhancing global real-time cash positioning, connectivity and communication channels to banks worldwide, and is involved in the implementation of IPSAS.

The **Financial Control Section (FCS)** is responsible for the production of statutory and management financial information, which requires systems maintenance, support and data processing functions for budget and financial modules of MSRP. FCS continues to provide accurate and timely financial

information; build the capacity, skills and knowledge of financial staff; and strengthen implementing partner financial management. As such, FCS focuses on strengthening the quality of financial management and control in the Field and at Headquarters through support and training missions, and by developing additional financial management policies and processes. Together with the Treasury Section, FCS will continue to work towards implementing centralized cash management for all countries in Europe and specific countries in Africa and Asia. The Section continues to play a key role in the IPSAS project, and in providing support for the introduction of the new budget structure.

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 Headquarters in Geneva. GSS is continuously improving and optimizing the use of office space at Headquarters. Additional enhancements will be implemented in close cooperation with the *Fondation des Immeubles pour les Organisations Internationales (FIPOI)* and in line with the UNDG environmental and climate change recommendations. Further physical security improvements continue to be implemented, and the consolidation of storage facilities will allow for better integrated and computerized management of information technology equipment and of UNHCR publication stocks.

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

The United Nations **Office of Internal Oversight Services (OIOS)** provides internal audit services to UNHCR. OIOS has its Headquarters in New York and offices in Geneva and Nairobi. Resident auditor positions are established 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 efficient 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 annual audit plan of OIOS is based on a risk assessment of UNHCR's operations. Given the continuous nature of the risk assessment process, OIOS includes UNHCR's internal and external environments, as well as ongoing structural and change management initiatives, in the planning of audits to be conducted in 2011 and beyond. This will be complemented by the development of analytical tools and quality assurance procedures to improve the delivery of targeted recommendations to mitigate and reduce risks identified during the audits.

The **United Nations Board of Auditors** is the external auditor for UNHCR. The Board performs a yearly audit of UNHCR's financial statements, in conformity with the International Standards on Auditing, and expresses an audit opinion on the financial statements. The auditors also perform management audits on a variety of issues each year. Effective 1 July 2010, the General Assembly appointed the National Audit Office (NAO) from the United Kingdom of Great Britain and Northern Ireland as a member of the Board of Auditors.

Assistant High Commissioner (Operations)

The **Assistant High Commissioner for Operations** oversees five Regional Bureaux responsible for field operations – Africa, the Americas, Asia and the Pacific, Europe, and the Middle East and North Africa – and ensures coherence and consistency in the implementation of the organization's policies across regions. The Assistant High Commissioner also supervises the Division of Programme Support and Management (DPSM) and the Division of Emergency, Security and Supply (DESS), which are responsible for providing effective and timely support to field operations. In 2011, the Assistant High Commissioner will focus on the consolidation of programming, resource allocation and results-based management tools to boost protection and assistance interventions for all persons of concern. In line with the High Commissioner's strategic vision for the coming years, concerted efforts will be made to enhance institutional capacity to support UNHCR's emergency response to complex crises involving refugees, internally displaced persons and affected communities. Particular attention will be given to strengthening response mechanisms to keep pace with the magnitude and nature of displacement seen in recent crises. In addition, efforts will aim at creating adequate institutional support to assist the Office in coping with shrinking humanitarian space and the challenges and risks of working in insecure environments. Enhancing partnerships with development agencies to achieve more predictable and sustained ways to address transition issues is another key objective.

• Division of Programme Support and Management

The Division of Program Support and Management will facilitate improvements in the quality of programmes so that their impact on UNHCR's persons of concern is maximized and aligned with the organization's global priorities. To this end, the Division will:

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

The **Programme Analysis and Support Section** will oversee UNHCR's results-based programme management system, enabling the organization to prioritize its interventions and to make effective use of available resources. The section will ensure global consistency and adherence to the organization's policies, priorities, standards and instructions; analyse operations (including activities implemented by partners) with a view to

determining trends, targeting and prioritizing interventions across regions, and providing advice and recommendations to the Assistant High Commissioner for Operations; manage the programmatic aspects of global partnerships; and support operations in managing partnerships and planning with others.

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

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

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

The **Public Health and HIV Section** provides technical support to country operations and works closely with other international bodies to formulate sound and efficient public health and protection policies and programmes. To ensure that public health programmes are implemented effectively, the Section provides services in the following areas: essential public health services, HIV and AIDS, malaria control, nutrition and food security, reproductive and child health, assistance to victims of sexual and gender-based violence, mental health, water, sanitation and hygiene promotion, and epidemic and pandemic preparedness and response.

• *Division of Emergency, Security and Supply*

With the creation of the **Division of Emergency, Security and Supply (DESS)** in 2009, UNHCR sought to enhance its traditional emergency structure, capitalizing on the important strategic linkages between the three sections of the Division: the Emergency Preparedness and Response Section (EPRS), the Field Safety Section (FSS) and the Supply Management Service (SMS). The Division was designed to bolster the Organization's capacity in humanitarian emergencies as well as support UNHCR's field operations in the areas of security and supply chain management by providing effective, timely and predictable responses to UNHCR's operational needs. It seeks to ensure optimal delivery of assistance to persons of concern to UNHCR, enabled by appropriate security preparedness and management.

DESS is responsible for ensuring UNHCR's capacity to deploy staff and initiate the delivery of relief items to any location in the world within 72 hours of an emergency, thereby delivering protection and assistance in a timely manner. In today's changing humanitarian context, this implies continuously building and improving UNHCR's capacity to

meet its new operational challenges, including the delivery of assistance in complex and insecure environments and operating in a shrinking protection and humanitarian space.

The **Emergency Preparedness and Response Section (EPRS)** is accountable for maintaining high standards in technical guidance and advice on emergency response, and is responsible for providing support to the Field through the Bureaux or at the country level, as needed. The primary role of EPRS is the coordination and mobilization of UNHCR's emergency response, drawing from all parts of the organization and from partners to meet the required operational needs within the required timeframe.

EPRS has ensured UNHCR's timely and efficient response to the most recent humanitarian emergencies, and has also made significant progress in integrating protection in all emergency preparedness and response activities, as well as increasing the number of experienced and senior staff on its emergency roster. In 2011, EPRS will continue to improve its capacity and methodology for research, assessment, analysis, policy development and oversight in support of emergency management, so as to ensure a lessons learned approach to knowledge accumulation and mobilization of frontline expertise.

The **Field Safety Section (FSS)** provides guidance and support to operations on security matters related to staff, operations and persons of concern, by analyzing the operational context, assisting with risk management, monitoring and enabling compliance with United Nations security policies. FSS has redoubled its efforts to recruit new security advisers with the capacity for analysis, risk management, reporting and training. The section is developing tools and mechanisms to enhance better collection, analysis and dissemination of security-related information. FSS is also increasing its efforts in security training, including adapted training for staff in high-risk operations; enrolling more senior managers in the Security Management Learning Programme, which is now conducted regionally; and providing expert training for Field Safety Advisers.

In 2011, FSS will work to further strengthen its oversight role by conducting regular reviews of high-risk operations through UNHCR's Security Steering Committee; participating in the annual programme review process to ensure that security is included in UNHCR's operational planning from a risk management as well as a budget perspective; and ensuring that all office premises and operating procedures comply with the United Nations Minimum Operating Security Standards (MOSS). In cooperation with the Division of International Protection, FSS is also developing practical guidance to help identify and respond to recurring security problems experienced by refugees and IDPs, based on best practices from responses to more than 70 types of insecurity affecting persons of concern.

The **Supply Management Service (SMS)** is responsible for ensuring efficient, dependable and cost-effective delivery of high-quality relief items and services to persons of concern and UNHCR field operations in emergencies, as well as in protracted humanitarian crises. Within SMS, the Supply Operations Support Section is responsible for delivery of relief items, global stock management, logistics coordination and field support; the Supply Infrastructure Support Section deals with forecasting and planning, market research, the management of supplier relationships and framework agreements, product quality control, and asset and fleet management; and the Business Support and Oversight Section encompasses business process development, the management of systems and tools, policy

development and capacity building, monitoring and oversight, and communications strategies.

Creation of additional supply positions in the Field, the development of a supply monitoring tool, and the implementation of a needs-driven distribution planning and shipment tracking tool will continue in 2011. SMS will continue to work with field operations to implement the global stock management system, which will strengthen UNHCR's ability to foresee supply needs, the delivery of relief items, monitoring of gaps and the procurement of goods and services through longer-term agreements with suppliers. SMS will consolidate the management of its warehouses, fleet and assets. With IPSAS implementation in 2011, UNHCR will strengthen its capability for effective monitoring, delivery and distribution of relief items.

| Assistant High Commissioner (Protection) |

The **Assistant High Commissioner for Protection** 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 in a coherent and consistent manner. The Assistant High Commissioner also oversees the activities of the Division of International Protection. The Policy Development and Evaluation Service and the Regional Bureaux are responsible for bringing protection policy issues to the attention of the Assistant High Commissioner for resolution or decisions as appropriate. The Assistant High Commissioner also sits on a variety of management boards including the Oversight Committee, and the Learning Governance Board, and closely cooperates with the Assistant High Commissioner for Operations in providing strategic direction for operations through jointly chaired consultations.

In 2011, UNHCR will commemorate a number of important anniversaries including the 60th anniversary of the 1951 Convention relating to the Status of Refugees and the 50th anniversary of the 1961 Convention on the Reduction of Statelessness. The Assistant High Commissioner for Protection is responsible for overseeing the preparation of these commemorations from the protection side, in particular, activities aimed at reinforcing the core principles and values that are at the heart of the protection of refugees and other forcibly displaced people; making progress on or resolving statelessness issues; and adding a new protection dynamic on issues that are not adequately covered by the existing framework. Activities to ensure more direct refugee participation in policy making will also be pursued during the commemorations under the leadership of the Assistant High Commissioner.

The Assistant High Commissioner for Protection will oversee the implementation of UNHCR's urban refugee policy and will also continue to oversee initiatives to implement UNHCR's 10-Point Plan of Action in mixed migration movements and to find solutions to protracted refugee situations. Supervision of the implementation of the age, gender and diversity mainstreaming (AGDM) Accountability Framework will remain with the Assistant High Commissioner and, in 2011, will include concrete follow-up through consolidation and dissemination of best practices.

The Assistant High Commissioner will focus on a review of all protection functions affected specifically by the growth of international crime and terrorism. This includes a review of how and where UNHCR conducts refugee status determination,

how decision making on exclusion is managed and how resettlement is approached. New partnerships will be developed and UNHCR's approach to protection information policies will undergo changes as well.

The Office of the Assistant High Commissioner for Protection will lead UNHCR's renewed efforts to strengthen protection capacity. This will include efforts aimed at enhancing training and fostering expertise, ensuring the availability of skilled and competent protection and managerial staff in the organization, enhanced flexibility, and strategic partnerships.

• Division of International Protection

The **Division of International Protection (DIP)** develops global protection policy; contributes to standard-setting and the development of international law and standards in the area of forced displacement; provides guidance on complex international law and protection policy issues pertaining to all categories of populations of concern to UNHCR's operations; leads the age, gender and diversity mainstreaming approach; provides support to field operations and other Headquarters entities on policy and legal matters relating to forced displacement both from a protection and a durable solutions perspective, including in the area of refugee status determination, asylum/migration, statelessness, education and community development/mobilization; leads and coordinates resettlement activities; assists in developing comprehensive approaches to durable solutions; leads and supports the global protection cluster; and coordinates human rights liaison activities. The Division consists of three "pillars", each of which also has both a functional and a geographic area of responsibility.

In 2011, the **Office of the Director** will continue to provide leadership to the Division in regard to legal and policy formulation and operational support interventions. The Director's office will also oversee a Commemorations Unit, which will be responsible for the overall coordination of activities celebrating the 60th anniversary of the 1951 Convention relating to the Status of Refugees and the 50th anniversary of the 1961 Convention on the Reduction of Statelessness.

| Pillar I |

As part of the anniversary commemorations, UNHCR will work to develop a new protection dynamic, underpinned by core principles and values, which leads to more flexible and agile ways to deal with protection issues that are not adequately covered by the existing framework. UNHCR will organize two expert roundtables on comprehensive approaches, burden sharing and protection gaps, and will finalize a toolbox on comprehensive approaches. DIP will also organize an expert roundtable on refugee protection at sea.

In 2011, the **General Legal and Protection Policy Unit** will continue to address implementation of international law and standards on forced displacement by providing governments, international organizations and the legal community with guidance on protection issues and policies. In January 2011, the Unit will organize a roundtable on alternatives to detention. The roundtable will be followed by an expert meeting on the first draft of the revised detention guidelines.

In 2011, the **Human Rights Unit** will continue to contribute to the development of international human rights law and to the strengthening of the legal framework on asylum by building partnerships with appropriate bodies. It will continue to bring

issues related to persons of concern to the attention of the Human Rights Council, the Human Rights Treaty Monitoring Bodies and relevant thematic and country-specific Special Procedures mandates. The Unit will continue to cooperate closely with OHCHR to strengthen human rights approaches through joint advocacy, training and interventions.

In 2011, the **Refugee Status Determination (RSD)** Unit will update the RSD Procedural Standards, and other guidance related to RSD, including guidance on credibility assessment; develop the interpretation of inclusion criteria; develop interpretation of exclusion criteria and the exclusion doctrine in light of present-day realities; make refinements to the doctrine on standard and burden of proof (including improvements to guidance on giving 'benefit of the doubt'); make amendments to UNHCR's confidentiality guidelines; and refine and amend other related guidance. The Unit will hold a meeting for supervisors of all of the main UNHCR RSD operations and regional RSD officers to consider issues and challenges related to UNHCR's mandate RSD activities, including the handover of RSD to States. The meeting will be closely tied to the broader review and reform of mandate RSD.

The **Protection and National Security Unit**, established in 2010, will lead DIP's efforts to ensure that measures to counter terrorism and other threats to national or international security, and to counter serious crime and other serious threats to public order, comply with international legal obligations towards persons of concern to UNHCR. This includes the rigorous application of the exclusion clauses of the 1951 Refugee Convention and 1954 Statelessness Convention, both by States and by UNHCR.

In 2011, the **Asylum and Migration Unit** will begin implementing a two-year follow-up project to the 10-Point Plan of Action on Refugee Protection and Mixed Migration, which will include the development of a network of UNHCR focal points, elaboration of a training package and an information exchange tool, and the establishment of an inter-agency response team. The Unit will continue to work with IOM on trafficking issues.

In 2011, the **Statelessness Unit** will organize a regional meeting in Africa in the context of the commemorations, and an expert meeting on safeguards against statelessness at birth. The Unit will develop guidelines on the definition of statelessness and *de facto* statelessness, on determination procedures and status to be granted in national law, as well as on safeguards against statelessness among children.

In 2011, the **Protection Information Unit** will issue Eligibility Guidelines on assessing the protection needs of asylum-seekers from various countries. The Unit will update the structure and content of Refworld, to improve ease of use, and plans to host an expert meeting regarding the assessment of evidentiary weight of country of origin information.

| Pillar II |

The **Community Services Unit** provides guidance and support to field operations in developing strategies to ensure that all persons of concern are involved in all aspects of UNHCR's operations cycle. In 2011, the Unit will issue a guide on working with diversity in populations of concern. The guide will set out the key considerations in developing protection strategies for persons with specific needs, such as indigenous, ethnic and sexual minorities, older persons and persons with disabilities. In order to improve the quality of protection for persons of concern

with disabilities, a roundtable of experts is planned for the first quarter of the year, to be followed by the issuance of a strategy document and practical field guidance. An online platform will allow staff to share relevant best practices.

In 2011, the **Child Protection Unit** will continue to mainstream child protection throughout UNHCR's operations and provide appropriate guidance on targeted action for children at risk. UNHCR and partner capacity for Best Interests Determination will be strengthened through the development of an e-learning course, workshops and the provision of technical assistance to field operations through staff deployments. The Unit will consult with staff and partners on the development of a multi-year child protection strategy. To strengthen its capacity-building function for deployees, the Community Services and Child Protection Unit will conduct annual induction training for deployees. Webinars will be used for knowledge transfer on key child protection issues. In 2011, the Unit will document good practices and develop policy guidance in relation to birth registration of children of concern.

The **Gender Equality Unit** will continue to promote gender equality as well as prevention and response to sexual and gender-based violence (SGBV) through understanding, measuring and reporting the experience of refugee, returnee, stateless and internally displaced women. This systematic gathering and sharing of information and field practices will assist operations to devise effective actions that meet the specific needs of women. In 2011, the SGBV strategy will be implemented, supported by a dedicated e-learning tool, targeted capacity building and the expansion of the SGBV information management system, which will allow more accurate incident reporting and follow up. In addition, local and regional consultations will take place with women of concern as part of the anniversary celebrations.

In 2011, the **Education Unit** will continue to implement the Education Strategy for 2010-2012. The long-term vision is to ensure the right to education for all people of concern to UNHCR. The Office will continue to focus on twelve priority countries that have been identified for support and progress review. For 2011, the countries are Algeria, Bangladesh, (eastern) Chad, Ethiopia, Jordan, Kenya, Malaysia, Mauritania, (eastern) Sudan, Turkey, Uganda and Yemen. Capacity building will be enhanced through field missions and trainings as well as support in assessments and development of education strategies. An e-learning programme on Safe Learning Environments has been developed and will be disseminated to staff and partners.

The **Protection Support Unit** strengthens protection capacity and delivery through the provision of tailored protection staffing responses, the development of operational protection tools for more effective protection, and through oversight and support missions. In 2011, the Unit will continue to support operations by expanding UNHCR's affiliate staff capacity. It will continue to explore partnership arrangements to meet protection staffing needs, and strengthen DIP's contribution to country operations through support missions, helping offices in field locations to implement recommendations from DIP and the Inspector General's Office.

In 2011, the **IDP and Global Protection Cluster Unit** will assist selected field operations through missions and deployments of experts in disabilities, ageing, and housing, land and property. It will issue operational guidance on IDP returns and will work to make the UNHCR IDP Community of Practice operational. The Unit will support the development of operational guidance on UNHCR's involvement in natural disasters. As part of its

inter-agency involvement, the Unit will also issue an advocacy strategy to support UNHCR's lead of the global protection cluster, as well as a communication strategy on interaction between the cluster and the Field. The global protection cluster will produce a checklist for mainstreaming protection in other clusters and complete the methodology on protection mainstreaming for use by protection clusters in the Field. The IDP Protection Handbook, which was issued in 2010, will be translated into Russian. The cluster will also issue operational guidance on protection and assistance to persons with disabilities and on working with the elderly.

| Pillar III |

In 2011, the **Resettlement Service** will continue to use resettlement as a durable solution for those for whom no other durable solution is possible. A working group meeting on resettlement will be held in January with States and NGO participation and in July, the Resettlement Service will

participate in the Annual Tripartite Consultations on Resettlement. Regional resettlement strategic planning meetings have been planned for Beirut, Nairobi and Bangkok. The Resettlement Service will continue to implement the Resettlement Learning Programme, focusing on the Middle East and Central Asia. A revision of the Resettlement Handbook will be completed. The Resettlement Service will focus on finding solutions to protracted refugee situations, and utilizing innovative approaches to resettlement in several key protracted situations. The Service will also use the Heightened Risk Identification Tool to refine identification techniques in urban settings.

The **Comprehensive Solutions Support Unit** will convene two round table discussions on developing comprehensive solutions where resettlement has been applied strategically, to draw out indicators of achievement and good practices in durable solutions, focusing on priority protracted and urban refugee situations. It will develop guidance notes on strategic approaches to advocate for integration rights, based on the 1951 Convention and relevant human rights instruments.

UNHCR'S BUDGET AT HEADQUARTERS (USD)

<i>Divisions/Departments</i>	2010 REVISED	2011
EXECUTIVE DIRECTION AND MANAGEMENT		
Executive Office	3,756,316	4,022,651
New York Office	3,191,864	3,087,659
Inspector General's Office	3,662,051	3,988,052
Legal Affairs Section	1,255,157	1,327,839
Office of the Ombudsman	432,766	455,677
Ethics Office	425,249	758,160
Policy Development and Evaluation Service	1,150,983	1,421,433
Organizational Development and Management Service	6,247,947	939,311
Subtotal	20,122,333	16,000,782
DIVISION OF EXTERNAL RELATIONS		
Office of the Director	1,148,356	1,127,736
Donor Relations and Resource Mobilization Service	4,302,557	4,584,661
Communications and Public Information Service	4,935,197	5,080,579
Private Sector Fund Raising Service	2,696,056	2,883,816
Secretariat and Inter-Agency Service	2,509,792	2,917,479
Record and Archives Section	1,699,026	1,834,918
Subtotal	17,290,984	18,429,189
DIVISION OF INTERNATIONAL PROTECTION		
Office of the Director	2,748,032	826,935
Specialized sections	8,038,978	10,245,629
Subtotal	10,787,010	11,072,564
DEPARTMENT OF OPERATIONS		
DIVISION OF PROGRAMME SUPPORT AND MANAGEMENT		
Office of the Director	1,904,741	1,918,259
Specialized Sections	2,734,913	7,895,073
Subtotal	4,639,654	9,813,332
DIVISION OF EMERGENCY, SECURITY AND SUPPLY		
Office of the Director	1,110,235	1,124,067
Supply Management Service	780,082	755,697
Subtotal	1,890,317	1,879,764
REGIONAL BUREAUX		
Bureau for Africa	8,904,564	9,398,550
Bureau for the Middle East and North Africa	3,985,070	4,481,538
Bureau for Asia and the Pacific	4,171,557	4,458,379
Bureau for Europe ¹	5,608,788	5,461,076
Bureau for the Americas	1,401,854	1,659,350
Subtotal	24,071,833	25,458,893
DIVISION OF INFORMATION SYSTEMS AND TELECOMMUNICATIONS		

<i>Divisions/Departments</i>	2010 REVISED	2011
Office of the Director and ICT fixed costs	3,230,624	4,559,264
Infrastructure and Telecommunications Service	8,804,377	9,280,598
Business Solutions Service	8,208,521	8,489,333
Subtotal	20,243,522	22,329,195
DIVISION OF HUMAN RESOURCES MANAGEMENT		
Office of the Director	1,908,375	2,051,695
Specialized sections	7,798,794	8,314,264
Medical Service and Medical Emergency	2,008,604	2,106,338
Subtotal	11,715,773	12,472,297
DIVISION OF FINANCIAL AND ADMINISTRATIVE MANAGEMENT		
Office of the Controller and Director	2,572,485	2,451,913
Financial Resources Service	4,194,059	4,385,305
Audit	4,117,343	4,803,676
UN Finance Division (including security and safety at HQ)	2,615,812	3,245,813
Headquarters running costs	11,999,306	13,671,814
Subtotal	25,499,005	28,558,521
GLOBAL SERVICE CENTRE (Budapest)		
Management Unit	965,701	916,930
DPSM - Field Information & Coordination Support	126,662	131,215
DFAM - Finance and Control Section (including IPSAS budgets)	5,226,674	5,109,505
DESS - Supply Management Service	4,215,246	4,278,384
Division of Human Resources Management	4,412,516	4,534,226
Division of Information Systems and Telecommunications	1,824,258	1,881,120
Global Learning Centre	4,733,655	4,808,363
Subtotal	21,504,712	21,659,743
STAFF COUNCIL	430,937	446,030
TOTAL²	158,196,080	168,120,310

¹ Includes the Director's Office in Brussels.

⁶ Includes allocations from the UN Regular Budget: USD 39.6 million for 2010 and USD 41.4 million for 2011.

UNHCR'S BUDGET FOR GLOBAL PROGRAMMES (USD)

<i>Activities</i>	2010 REVISED	2011
OPERATIONAL ACTIVITIES		
Avian and human influenza	573,938	0
Durable solutions	151,720	411,720
Education projects	7,585,509	5,789,800
Environment	447,076	447,076
Emergency-related projects	2,713,888	2,732,988
Global clusters (IDP programmes)	1,432,660	1,381,880
Health-related projects (HIV and AIDS, anaemia, water and sanitation)	3,251,878	3,360,956
Promotion of refugee law and advocacy	266,521	266,521
Protection and voluntary repatriation	3,156,770	3,276,237
Public information and media projects	27,996,449	25,825,064
Refugee women, children and adolescents	961,371	392,000
Registration	373,000	3,056,781
Research, evaluation and documentation	316,464	316,464
Resettlement projects	5,372,600	4,442,580
Training-related projects	407,000	1,195,100
Miscellaneous	1,559,424	506,047
Subtotal	56,566,268	53,401,214
PROGRAMME SUPPORT ACTIVITIES		
Division of External Relations		
Private sector fund raising - investment funds and activities	2,258,058	3,958,019
Division of International Protection		
Resettlement field support	29,400	0
Global clusters (IDP programmes - field support)	150,000	0
Division of Information Systems and Telecommunications	13,435,900	14,412,886
Division of Programme Support and Management		
Technical support to the Field	3,770,617	4,123,316
Global clusters (IDP programmes - field support)	317,340	217,343
Division of Emergency, Security and Supply		
Emergency Preparedness and Response Section	4,059,089	4,868,053
Field Safety Section and Security - field support	7,981,006	8,218,949
Supply Management - field strengthening and support	5,175,435	4,514,629
Division of Human Resources Management		
Training of UNHCR staff	8,693,536	8,909,552
Special staff costs and voluntary separation	18,000,000	18,000,000
Subtotal	63,870,381	67,222,747
Total	120,436,749	120,623,961