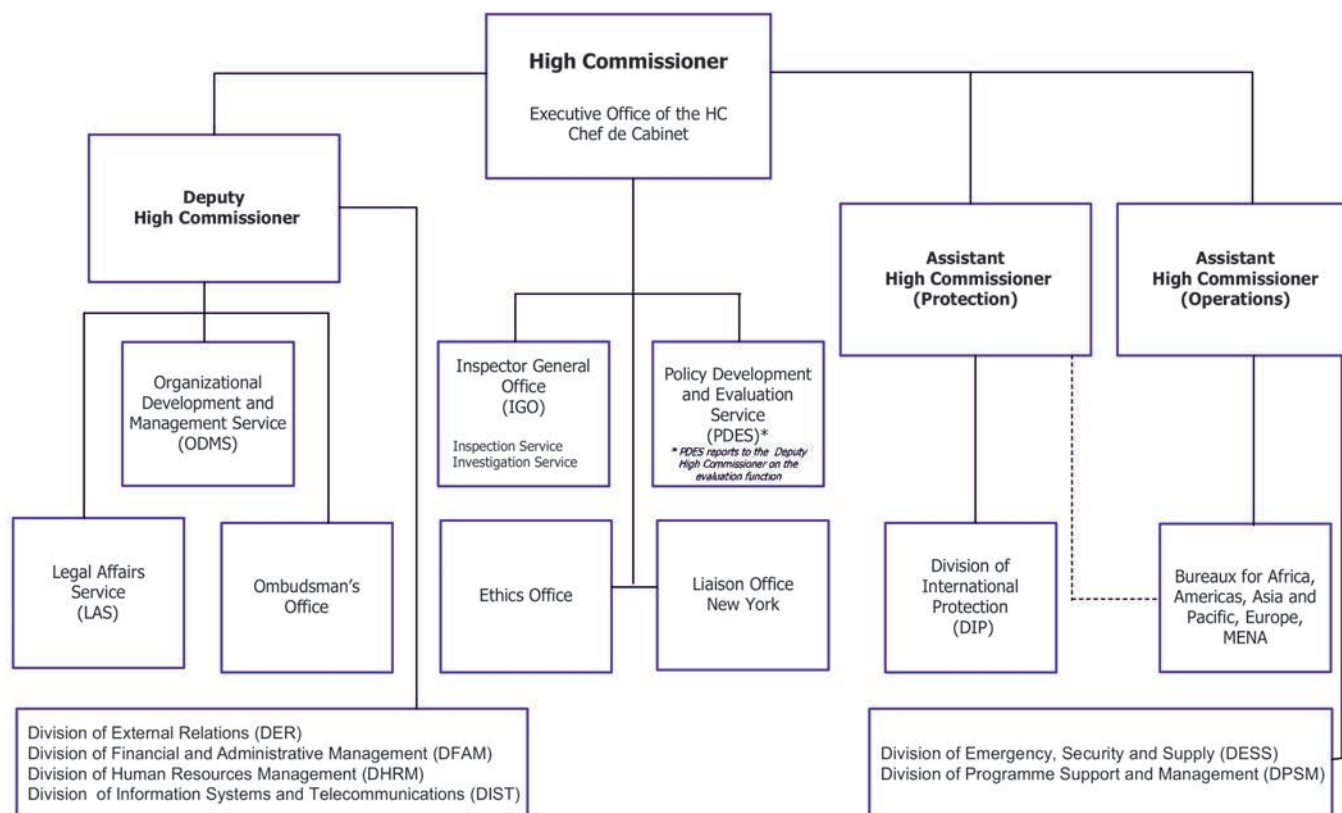# OPERATIONAL SUPPORT AND MANAGEMENT

EXECUTIVE DIRECTION AND MANAGEMENT

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

The **Deputy High Commissioner (DHC)** oversees and provides strategic leadership for all functions related to the managerial, financial and administrative running of the Office. To strengthen oversight functions, the DHC set in process the adoption of an Enterprise Risk Management framework and other accountability mechanisms, and a review of the Policy Development and Evaluation Service (PDES) for further enhancement of its

evaluation function. At the request of the High Commissioner, the DHC leads an Innovation Unit. The Controller and Director of the Division of Financial and Administrative Management (DFAM), as well as the Directors of the Divisions of External Relations (DER), Human Resources Management (DHRM), and Information Systems and Telecommunications (DIST), all report directly to the DHC, who also supervises the Heads of the Legal Affairs Service (LAS) and the Organizational Development and Management Service (ODMS), as well as the Ombudsman.

The **Assistant High Commissioner for Protection (AHC-P)** oversees protection policy development, advocacy for the rule of law and implementation of standards, as well as the integration of protection priorities into the management and delivery of field operations. The AHC-P also oversees the activities of the Division of International Protection (DIP) and interacts with the Policy Development and Evaluation Service (PDES) on protection policy issues. The AHC-P also collaborates closely with the Assistant High Commissioner for Operations (AHC-O), providing strategic direction for operations through jointly chaired consultations. She is directly involved in the Annual Programme Review through the senior management review process.

In 2012, the AHC-P undertook several missions to the Middle East to oversee the development of comprehensive and

harmonized protection delivery for Syrians and Palestinians caught in conflict, both inside the Syrian Arab Republic (Syria) and the region. She reviewed the operations in Turkey, Lebanon, Iraq and Jordan with a view to further harmonizing protection approaches to Syrian refugees. Her observations and guidance provided a framework for responding to challenges identified in registration/ documentation; maintaining the civilian character of asylum and the humanitarian nature of our interactions; the response to sexual and gender-based violence (SGBV) and child protection; and maintaining the protection space in the region despite the massive refugee influx.

In the area of protracted refugee situations, the AHC-P continued to work with the relevant Bureaux on solutions strategies. Throughout 2012, she led the strategic planning process, including several ministerial-level negotiations, to achieve comprehensive solutions for refugee populations affected by upcoming cessation declarations (Angolans, Liberians and Rwandans). She also led negotiations to unlock the possibility of orderly return of some 37,000 former Burundian refugees from Mtabila, in the United Repubic of Tanzania, and the subsequent closure of the camp.

The AHC-P remained the focal point on issues relating to asylum and migration movements, working closely with States to respond to the needs of refugees and asylum-seekers travelling as part of mixed migration flows. Among several initiatives, she promoted State consideration of labour mobility schemes to increase opportunities for self-reliance and facilitate access to durable solutions. She also provided guidance to operations in the follow-up to pledges made by States at the December 2011 ministerial event to commemorate the anniversaries of the 1951 and 1961 Conventions.

Under the AHC-P's leadership, UNHCR conceived an important policy initiative in the fight against sexual violence during 2012, aimed at improving the Office's interventions with respect to enhancing access to justice, both as a response and prevention measure. In bilateral meetings, panels, and speeches, the AHC-P further sought to expand attention, funding and programming approaches to address impunity for sexual violence.

The AHC-P continued to work throughout the year with the Division of International Protection to ensure that the Strengthening Protection Capacity Initiative made progress against its objective of increasing staff resources for protection, particularly of women and girls, in the Field.

Throughout the year, she was called upon to deal with a number of specific protection issues, such as the evolving policy related to the situation of the residents of camp Ashraf, in Iraq.

In 2012, the **Assistant High Commissioner for Operations (AHC-O)** provided oversight for the mobilization of support for the multiple ongoing and new emergency operations. During the year, UNHCR had to mount emergency operations and/ or significantly reinforce operations in Burkina Faso, the Democratic Republic of the Congo (DRC), Egypt, Ethiopia, Iraq, Jordan, Lebanon, Mali, Mauritania, Myanmar, Niger, Rwanda, South Sudan, Sudan, Syria, Turkey, and Uganda, which necessitated the deployment of central emergency capacities and technical support. Based on lessons learned from recent emergencies, UNHCR issued new policy and procedural guidance to improve the ability to lead a timely and effective inter-agency response to refugee emergencies, and to deliver on its cluster lead responsibilities in the context of other humanitarian emergencies.

The AHC-O continued to work on strengthening partnerships at all levels, including with the IASC on the Transformative Agenda. High-Level Meetings were held to sustain and improve upon UNHCR's solid global partnership with the World Food Programme. High-level discussions also commenced with UNICEF with the aim of establishing a global understanding for a more predictable relationship in our operations.

Recognizing the contributions and particular importance of local NGOs and community-based organizations to UNHCR's operations – including their access to populations of concern and sustained presence in our countries of operation – the AHC-O is encouraging initiatives to invest in local and national NGOs. She is overseeing a headquarters-level initiative to build local NGOs' capacity, not only in technical service delivery, but also in financial control, grant and proposal writing, and organizational management, to ensure that the investment is sustainable; this is a long-term contribution not only to the organizations themselves, but also to their home countries.

During missions to sub-Saharan and North Africa, South Asia, the Middle East, and Latin America, the AHC-O further explored ways in which operations, in collaboration with governments and UN and NGO partners, could expand their efforts to address urban and protracted situations and safeguard asylum space.

The **Inspector General's Office (IGO)** supports the effective, efficient and accountable management of UNHCR operations, including through preventive and pre-emptive measures that minimize the need for remedial action; and upholds an environment of integrity in UNHCR by contributing to the maintenance of the highest standards of personal and professional conduct by staff. The IGO also participates in the development of relevant UNHCR policies and monitors their implementation and impact through its inspection, investigation and ad hoc inquiry activities. Some examples of the activities of the IGO in 2012 were:

● The IGO pursued its collaboration with the Regional Bureaux and Divisions to ensure wider dissemination of good practices and recurrent findings from investigation and inspection missions. Of particular note, the IGO was instrumental in placing the issue of living and working conditions in field duty stations on the agenda of the Internal Compliance and Accountability Committee (ICAC).

● As recommended by the Board of Auditors, in 2012, the IGO commissioned an assessment – the second part of which is scheduled to be completed in early 2013 – of possible options for the future provision of internal audit services to UNHCR, a function currently carried out by the UN Office of Internal Oversight Services.

● The IGO's project "UNHCR-NGO Coordination on Investigations", aimed at building capacity for NGOs to carry out investigations of misconduct independently and to participate in joint UNHCR/NGO investigations, continued to be developed during this period. Terms of Reference for joint UNHCR/NGO investigations and Standard Operating Procedures for the sharing of sensitive information were finalized, in this context.

A detailed account of the work of the IGO is made available each year to the Executive Committee (see *Report on activities of the Inspector General's Office* (A/AC.96/1114) for developments and activities up to 30 June 2012).

In 2012, the **Policy Development and Evaluation Service (PDES)** worked closely with the High Commissioner and other members of the Executive Office to implement an integrated programme of policy development, evaluation, research and publications in relation to a number of priority themes. The Service also maintained a close working relationship with Executive Committee members that conduct or commission evaluations of UNHCR activities, so as to avoid any duplication of effort and to ensure that the PDES work programme reflects the Committee's priorities.

Some highlights in 2012 included: an independent and global review of the state of refugee education; a review of the implementation of the Office's urban refugee policy in Malaysia; a global review of the strategic use of resettlement; a historical review of UNHCR's engagement with non-state armed actors; evaluations of the organization's emergency response in Ethiopia and South Sudan; and an evaluation of UNHCR's community empowerment projects in Sierra Leone. PDES convened and co-chaired a Steering Group to oversee the implementation of UNHCR's urban refugee policy and undertook a survey of 24 country offices with large urban refugee populations to ascertain the extent to which the policy has been put into practice. In cooperation with WFP, joint assessments were undertaken of the impact of food aid in protracted refugee situations, focusing on four situations (Bangladesh, Chad, Ethiopia and Rwanda).

A detailed account of the work of PDES is made available each year to the Executive Committee (see *Report on policy development and evaluation* (A/AC.96/1115) for further details of activities up to 30 June 2012).

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

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

It is responsible for promoting and disseminating ethics-related policies and providing guidance to individual staff members and management on ethical standards and dilemmas in order to address and prevent problems before they emerge. It coordinates and provides support in the periodic delivery of refresher courses on Code of Conduct to all UNHCR operations worldwide.

Furthermore, the Ethics Office is in charge of the implementation of the UN Financial Disclosure Programme in UNHCR, in collaboration with UN Ethics. It is also mandated to oversee the policy on protection from retaliation for individuals who report misconduct or who participate in audits, inspections, investigations, inquiries or in the work of the Ombudsman.

The Director of the Ethics Office reports directly to the High Commissioner in consultation with the Chef de Cabinet and works closely with the other in-house oversight mechanisms which form part of the informal Conflict Management Support Group.

In addition to the responsibilities outlined above, the Ethics Office was tasked by the High Commissioner in 2009 to follow up on the implementation of the UN Secretary-General's policy on Protection from Sexual Exploitation and Abuse (PSEA). The Office will continue to coordinate and scale-up UNHCR's efforts to strengthen implementation of the Secretary-General's Bulletin of 2003 concerning protection from sexual exploitation and abuse.

In 2012, the Ethics Office was actively engaged in the PSEA IASC Task Force efforts to strengthen prevention of and response to sexual exploitation and abuse among humanitarian and development workers. This included the setting up the UNHCR PSEA Focal Point Group at Headquarters, led by the DHC and the preparation of a policy on community-based complaints mechanisms.

Throughout 2012, the **Organizational Development and Management Service (ODMS)** maintained a strategic overview of UNHCR's system of management and organizational design.

Some highlights included:

- Pursuit of efforts to simplify processes and procedures: notably in reporting and planning requirements, the posting process, the Annual Programme Review process, and self-booking travel arrangements.

- Presentation of findings on the stocktaking exercise on regionalization in UNHCR to senior management with proposals for follow-up measures in 2013-2014.

- Operational and staffing efficiency reviews in collaboration with concerned Bureaux.

- Support for the application of the Global Management Accountability Framework (GMAF) throughout the organization, including the alignment of job descriptions with accountabilities, responsibilities and authorities.

ODMS continued to oversee the Canadian Consultant Management Initiative (CCMI) which funds small projects that have concrete results on operations. In 2012 four projects were implemented: Benchmarking Financial Management in UNHCR (DFAM); Appraisal of Options for the Provision of Internal Audit Services for UNHCR (IGO taking the lead); Analysis of the DIP Protection Deployment Scheme (DIP); and Development of a Strategy for UNHCR Archives in the Field (DER).

In 2012 ODMS was also very much engaged in the implementation of several audit recommendations: a draft template for handover guidance for Representatives was presented to the Internal Compliance and Accountability Committee. On the issue of knowledge management and policy creation and dissemination in UNHCR, ODMS has led work on improving the search engine of the Intranet; the inventory/mapping of existing policy and guidance material since 2006; and the drafting of a framework for a formal policy management system covering the process of review, management and dissemination of internal policy and guidelines.

The **Legal Affairs Service (LAS)** is UNHCR's central legal office on non-refugee law matters and is responsible for planning, coordinating and managing the Office's legal affairs. LAS prepares legal arrangements and provides advice on various legal aspects of UNHCR's operations and activities, including on issues of international public law; agreements regulating the Office's relations with hosting countries and other entities such as non-governmental organizations; procurement and commercial contracts; claims and disputes involving the organization's operational activities. It also advises on legal aspects of public and private sector fundraising. LAS works to reduce financial and other loss through legal risk analysis and protects the interests of the organization in internal administration of justice proceedings. In addition to advising on organizational policies and procedures, LAS contributes to ensuring that UNHCR's activities are carried out in accordance with its internal regulatory framework and relevant law.

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

As an informal resource, the Ombudsman does not report interaction with individuals in the organization and keeps no formal records. Wherever possible the Ombudsman helps individuals to develop new ways to solve problems themselves and works primarily through negotiation, influence, personal powers of persuasion/good practice. The Ombudsman provides feedback to management and staff on trends, issues, policies and practices, without breaching confidentiality or anonymity. S/he also identifies emerging problems, recommends preventive measures and provides support for responsible systems change, in all cases suggesting actions or policies that will be fair, just and equitable to all parties.

DIVISION OF EXTERNAL RELATIONS

OFFICE OF THE DIRECTOR
- Internal Communication Unit

COMMUNICATIONS & PUBLIC INFORMATION SERVICE
- Media and Content Section
  Digital Communication Unit
  Video and Photo Unit
- Strategic Communication Section
  Public Affairs Unit
  Electronic Publishing Unit

DONOR RELATIONS & RESOURCES MOBILIZATION SERVICE (DRRM)
- Governmental donors and funding analysis Section
- Humanitarian Financing & Field Support Section, Development and UN funding
- Global Appeal & Reports Section

PRIVATE SECTOR FUND RAISING (PSFR)
- Fundraising Support Section (Geneva)
- National Fund Raising Section (field based)
- Leadership Giving Section (field based)
- Individual Giving Section (field based)

SECRETARIAT AND INTER-AGENCY SERVICE (SIAS)
- Secretariat
- Inter-Agency Unit

RECORDS AND ARCHIVES SECTION (RAS)
- Technical team
- Support team
- Archives team

In line with its responsibilities and the Global Strategic Priorities, the **Division of External Relations (DER)**, in close collaboration with other parts of the house, successfully managed the Office's external relations work. In 2012, DER continued to mobilize public, political and financial support for the work of UNHCR, allowing the Office to protect and assist refugees and other people of concern worldwide. DER also supported the Office's governing bodies and managed relations with various partners, including from the private sector, non-governmental organizations (NGOs) and the UN family. On behalf of the High Commissioner, DER made considerable contributions at all levels to the outcomes of the Inter-Agency Standing Committee's Transformative Agenda and helped strengthen UNHCR's strategic engagement with NGOs.

The **Communications and Public Information Service (CPIS)** is in charge of strategic communications and relations with the media. In addition to leading UNHCR's public campaigns and advocacy relating to human displacement and statelessness, it handles UNHCR's global media relations needs, generates regular news and features, supports the press activities of the High Commissioner, Goodwill Ambassadors, and senior staff, and responds to daily public and mass media interest in issues relating to the organization and its mandate. It also provides technical support to field-based external relations and public information staff. The two sections of the Service produce multimedia content to support events and campaigns that is disseminated directly to the press and public via UNHCR's online and other news platforms.

Building on the success of the "1" Campaign launched in 2011, the Strategic Communications section evolved the concept for World Refugee day in 2012 to focus on the dilemmas refugees face when forced to flee. The resulting integrated campaign for World Refugee Day, incorporating the release of the annual *Global Trends* statistical report, the launch of a new interactive mobile application along with TV spots by UNHCR's Special Envoy and other supporters brought broader media coverage than ever before.

Other media activities included the launch of the *State of the World's Refugees: In Search of Solidarity* which focused on the modern challenges of refugee protection and the need for burden sharing. The 2012 Nansen Refugee Award honoured Hawa Aden Mohammed, former refugee and a steadfast supporter of rights for displaced Somali women and girls. Coverage in relation to the year's major humanitarian crises generated wide media exposure for the organization. The Service also supported the *Asylum Trends 2011* report. All of this work resulted in extensive global media coverage, plus political and funding support for the work of the Office.

The Service is also expanding UNHCR's capacity for engagement with members of the public and media via social media. The audience size across Twitter, Facebook, YouTube, and Flickr has grown to well in excess of 2 million followers – complementing the existing annual figure of more than 40 million visitors to the Office's main global website.

In the course of 2012, over 1,000 individuals and almost 200 groups from across the world spent time at UNHCR's Visitors' Centre. More than 80 UNHCR staff members gave presentations and facilitated discussions in different languages for groups of visitors, helping spread interest and greater understanding about the mandate and activities of the Office.

The **Donor Relations and Resource Mobilization Service (DRRM)** is responsible for relations with the governmental donor community and resource mobilization from governments, the United Nations and other international and regional bodies. The Service seeks to provide donors with a clear understanding of UNHCR's objectives, resource requirements, achievements, challenges and information on other issues which might affect donors' funding decisions. DRRM organized regular briefings for donors on emergency operations and ongoing operations, often in collaboration with other UN agencies. The Service organized consultations with donors, visited donor capitals, and facilitated missions for donor representatives to areas of operations.

During the year, the Service coordinated the preparation of the *Global Report 2011*, the *Global Appeal 2013 Update*, and seven supplementary appeals. These key documents generate funds needed for UNHCR's operations worldwide and satisfy the majority of donors' reporting requirements. In 2012, DRRM also steered the initial pilot phase of the *Global Focus* web portal, displaying information on over 20 UNHCR operations. This new results-based management reporting platform is designed to enable Executive Committee members and other major stakeholders to follow the evolution of key operations throughout the year. In addition, the Service prepared special funding submissions and reports for individual donors, and coordinated UNHCR's submissions for multi-agency appeals as well as inputs to the Consolidated Appeals Process. At the end of the year, DRRM and the Executive Committee Secretariat organized the annual pledging conference in Geneva.

In view of the growing importance of decentralized funding and the increasing role of field operations in fundraising, DRRM continued its training activities and provided guidance to field offices on how to access pooled and decentralized funds at the field level, as well as emergency response funds.

The **Private Sector Fundraising Service (PSFR)** works to raise awareness and funds for UNHCR's programmes and engages with the public to increase support for refugees and strengthen the Office's image. The Service supports fundraising operations in 20 countries in Asia and the Pacific, the Americas, Europe and the Middle East, through a network of national associations and country offices, coordinated by regional fundraising officers based in London, Bangkok, Rome and Washington DC. PSFR directs fundraising market development and manages the Office's investment growth fund, as well as international corporate and foundation partnerships. An unprecedented amount of USD 130 million was raised in 2012 from individuals, corporations and foundations globally. The street fund-raising outreach programme known as "face-to-face fundraising" remains the most effective of PSFR's individual fundraising strategies. In addition, PSFR has been significantly scaling up its engagement with corporations, foundations and high net worth individuals (individual philanthropists), working closely with them to establish mutually beneficial partnerships, to channel additional resources to UNHCR's core activities, and to generate innovative solutions to refugee issues. To ensure future growth and predictable revenue, PSFR continues to develop and test new fundraising programmes in different markets, including direct response television, a technique where large audiences are exposed to television commercials which focus on the organization's humanitarian work and ask for support.

UNHCR's archives are open to researchers, people of concern to UNHCR and the general public. 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 ongoing work of the Office; provide accountability for internal review by managers and auditors; and substantiate any questions regarding the Office's activities. RAS provided access to the records of former refugees and contributed to the sharing of knowledge about UNHCR's operations and mandate including on questions of accountability. RAS participated in a feasibility study for digitization of the archives. During 2012, 1,000 internal and external researchers accessed UNHCR's archived records, a 33 per cent net increase compared to the previous year. The number of researchers requesting information and visiting the archives has increased steadily since the archives were opened to external researchers in 2000. External researchers include scholars, lawyers, and journalists from around the world, as well as former refugees who contact UNHCR to obtain documents or to prove their status as refugees in the past.

The **Secretariat and Inter-Agency Service (SIAS)** supports the work of UNHCR's 87-member Executive Committee

and acts as the focal point for the Office's relations with member States on issues of governance. It also facilitates UNHCR's relations across the United Nations system and with other international and intergovernmental organizations and NGOs. The Head of the Service serves as Secretary of the Executive Committee and is supported by the Secretariat and the Inter-Agency Unit.

In 2012, the Service provided conference services for all meetings of the Executive Committee as well as the High Commissioner's Dialogue on Protection Challenges, this year on "Faith and Protection". It organized the Annual Consultations with NGOs; drafted and coordinated reports for UN governance bodies, including the General Assembly and the Economic and Social Council; 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. It edited and translated official correspondence and Executive Committee documents; advised on protocol; and collaborated on preparation of the *Global Appeal 2013 Update* and the *Global Report 2011*.
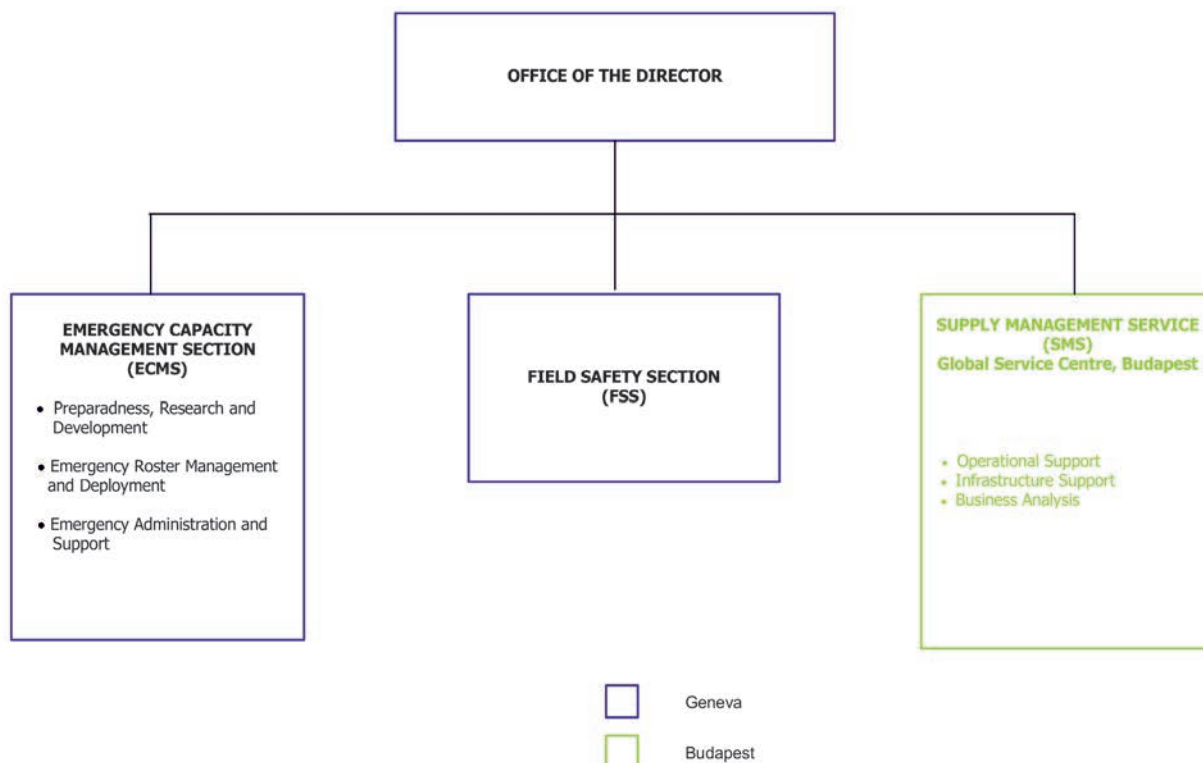
UNHCR's principal governance report, the annual report of the United Nations High Commissioner for Refugees, drafted and coordinated by SIAS, was well received in the General Assembly's Third Committee, as were oral reports on the coordination aspects of the organization's work to the Economic and Social Council. The Office continued to coordinate and contribute to the Secretary-General's reports on *Assistance to refugees, returnees and displaced persons in Africa* and on the *Status of internally displaced persons and refugees from Abkhazia, Georgia, and the Tskhinvali region/South Ossetia, Georgia.*

The Service contributed, through the Inter-Agency Standing Committee, to the humanitarian reform process, including the Transformative Agenda, the follow-up to the Secretary-General's High-level Panel on System-wide Coherence, and the Resident and Humanitarian Coordinator systems. SIAS also promoted more effective cooperation with NGOs and engaged them in a structured dialogue to review and improve the quality of partnerships. SIAS facilitated and supported the strengthening of strategic and operational bilateral partnerships with UN and NGO organizations.

SIAS, in close interaction with UNHCR's Liaison Office in New York (LONY), coordinates UNHCR's effective engagement in and substantial contribution to the UN reform process, including policy formulation, decision making and further alignment with common system requirements and developments as they evolve. It provides support to UNHCR's participation at all levels in CEB, HLCP, HLCM, UNDG, their working bodies and other fora and intiatives, as well as coordinates the follow-up. In 2012, the main focus was on the Quadrennial Comprehensive Policy Review (QCPR), the Resident Coordinator system and Delivering as One.

DIVISION OF EMERGENCY, SECURITY AND SUPPLY

The **Division of Emergency, Security and Supply (DESS)** is the central support mechanism for emergency preparedness and response within UNHCR, covering three key functions; emergency, security and supply. The goal of DESS is to assure the optimal delivery of assistance in emergencies and ongoing programmes, through efficient operations support, appropriate security strategies, and effective emergency management.

In line with the corporate (organizational) approach to emergencies, the **Emergency Capacity Management Service (ECMS)** provides support to operations through the development of policy, guidance and tools, while retaining a (permanent) standby emergency response capacity. Key areas of the Service's work include: management of the Senior Corporate Emergency Roster, the Emergency Roster Team as well as partners'

standby rosters, and development of emergency partnerships, preparedness and contingency planning, capacity building, research and development. Key achievements in 2012 included:

- Deployment of 461 emergency missions by UNHCR and its partners to emergency operations.
- The launch of the Asia-Pacific Emergency Management Platform by the regional eCentre in Tokyo, Japan.
- Strengthened emergency partnerships, such as a joint declaration of intent with the International Humanitarian Partnership, the agreement with "emergency.lu", and the revised agreement with the German Federal Agency for Technical Relief.
- Development of emergency tools, including protection checklists.

Many of UNHCR's emergency operations in 2012 took place in environments where the organization is exposed to various kinds of risk. The mission of UNHCR's **Field Safety Section (FSS)** is to strengthen a culture of security based on sound risk practices, allowing the organization to stay and deliver critical programmes, even where risk remains. FSS's work focuses on five categories of activities: advice and support; the security workforce; policy and oversight; inter-agency liaison; and training. Key achievements in 2012 include:
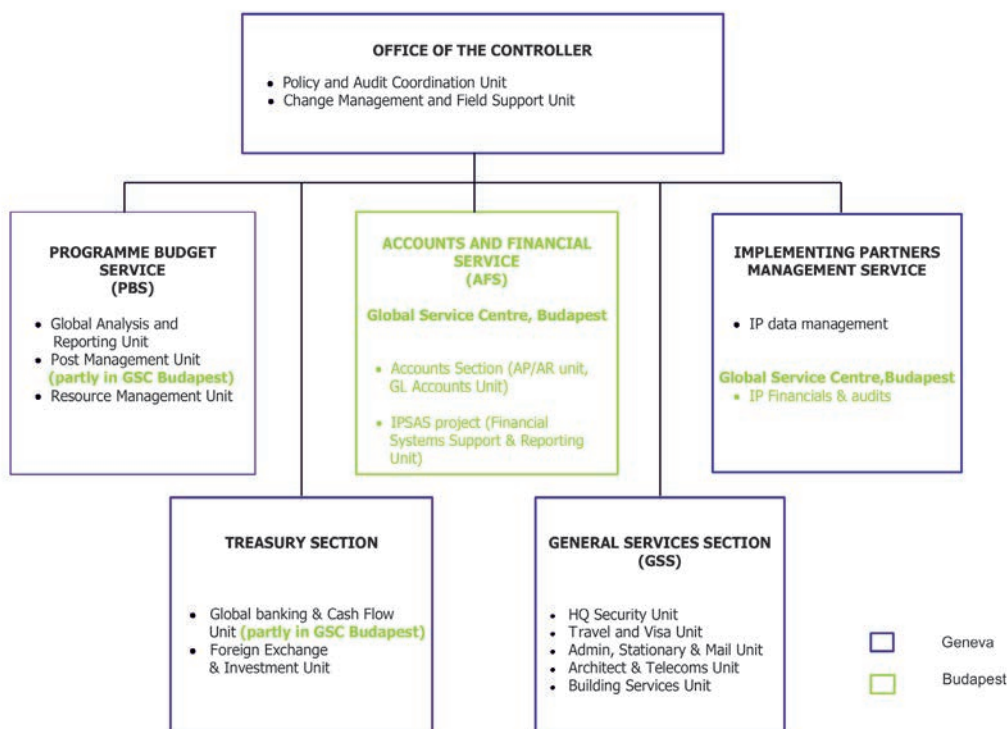
- 30 support missions to give direct support to operations, including technical advice to maintain operations and management of critical incidents.
- Improved deployment of field safety advisors (FSAs) to emergencies and high-risk security environments, resulting in a total number of 59 FSAs by the end of the year.

- Continued training and capacity building of staff, including targeted training for FSAs and training for staff on security for persons of concern.

The **Supply Management Service (SMS)** ensures timely and efficient end-to-end delivery of relief items to persons of concern, both during emergencies and in ongoing operations. Its policy document for 2012 to 2015, *Supply Chain 2015*, highlights three main areas of focus for organizational effectiveness: reliable delivery; strengthened emergency response; and enhanced human resources management. Examples of achievements in 2012 include:

- Faced with a multitude of emergencies, SMS was called upon to meet its commitment to deliver assistance for up to 600,000 people within 72 hours. A total of 129 airlifts were dispatched in 2012, of which 92 per cent were delivered in less than 72 hours from the time of the request, in addition to other deliveries by road and sea.
- Continuation of the restructuring of SMS (started in 2010) included: the strengthening of supply functions and roles at Headquarters and in the Field, enhancing vendor management and tendering procedures, and the improvement of management practices and oversight, such as IPSAS-compliant recording of Property, Plant and Equipment and Inventories.

DIVISION OF FINANCIAL AND ADMINISTRATIVE MANAGEMENT

OFFICE OF THE CONTROLLER
- Policy and Audit Coordination Unit
- Change Management and Field Support Unit

PROGRAMME BUDGET SERVICE (PBS)
- Global Analysis and Reporting Unit
- Post Management Unit **(partly in GSC Budapest)**
- Resource Management Unit

ACCOUNTS AND FINANCIAL SERVICE (AFS)

Global Service Centre, Budapest
- Accounts Section (AP/AR unit, GL Accounts Unit)
- IPSAS project (Financial Systems Support & Reporting Unit)

IMPLEMENTING PARTNERS MANAGEMENT SERVICE
- IP data management

Global Service Centre, Budapest
- IP Financials & audits

TREASURY SECTION
- Global banking & Cash Flow Unit **(partly in GSC Budapest)**
- Foreign Exchange & Investment Unit

GENERAL SERVICES SECTION (GSS)
- HQ Security Unit
- Travel and Visa Unit
- Admin, Stationary & Mail Unit
- Architect & Telecoms Unit
- Building Services Unit

☐ Geneva
☐ Budapest

The **Division of Financial and Administrative Management (DFAM)** establishes and maintains the framework within which UNHCR can make optimal use of the financial resources at its disposal. It is also responsible for maintaining and improving the organization's financial and management controls. The Division is located in Geneva and Budapest (see organizational chart).

One of DFAM's main priorities in 2012 was to implement the International Public Sector Accounting Standards (IPSAS). Two interim trial closure exercises were performed during the year to mitigate the risks related to the first-time implementation of IPSAS. The interim financial statements were examined by UNHCR's external auditors. DFAM also provided field support

and organized training on IPSAS to ensure that it was well placed to issue IPSAS-compliant financial statements for 2012.

During the year, DFAM continued to provide support to strengthen the financial management capacity of the organization. This included the creation of new positions in the Field, training, targeted field support missions and improved communication on financial policies and instructions. DFAM also continued to lead UNHCR's efforts to improve the management of implementing partnerships.

The **Office of the Controller** retained responsibility for financial policy development and the overall management of the Division. The **Change Management Unit** within the Office of the Controller developed new job descriptions for finance and project control positions, as well as new training modules on financial management and project control. Furthermore, it applied a new rigorous functional suitability test for all candidates to finance and project control positions at the professional level.

The **Policy and Audit Coordination Unit** within the Office of the Controller is the focal point in UNHCR for all audit matters, interacting with both the internal and external auditors. In 2012, the Unit reviewed audit findings, coordinated the organization's responses to audit reports, and prepared overviews of key audit observations and trends. The Unit also developed new corporate-level policies concerning financial, accounting and administrative management. Furthermore, the Unit provided Secretariat support to the newly established Independent Audit and Oversight Committee.

The **Programme Budget Service (PBS)** is responsible for budgetary management of the organization's financial resources at the corporate level. The Service monitors the resource needs of UNHCR's operations, providing guidance and advice on the most efficient use of resources. As Secretariat to the Budget Committee, the Annual Programme Review and the Mid-Year Review processes, PBS regularly provides technical support, advice and guidance at both executive and managerial levels.

In 2012, PBS prepared reports to regulatory and governing bodies, as well as the proposed revised budget for the 2012-2013 biennium. It also continued to provide support and dedicate resources to the on-going development of the planning tool, Focus. PBS contributed to the development of policies and procedures for the implementation of IPSAS, particularly in the area of comparable basis reporting and treatment of in-kind revenue.

The **Implementing Partnership Management Service (IPMS)** oversees the management of implementing partnerships in UNHCR. It coordinates activities and provides guidance and support in the management of implementing partnerships. In 2012, it led the development and implementation of a new risk-based framework for implementation with partners. In collaboration with other units, it developed UNHCR staff and partners' capacity for project control and the effective management of partnership agreements. IPMS also worked to improve the financial management and reporting related to partner expenditures.

The **Accounts and Financial Service (AFS)** in Budapest was upgraded from a section to a service in 2012, as part of DFAM's overall efforts to strengthen financial management capacity in the organization. The new Service includes the IPSAS Project Team. AFS is responsible for the maintenance of UNHCR accounts and the preparation of financial statements. In 2012, it strengthened the quality of financial management and control in UNHCR through support missions and by developing new financial management procedures. It also continued to work with the Treasury Section towards centralized cash management practices for all countries in Europe and specific countries in Africa and Asia. Furthermore, it identified and tracked the envisaged benefits of IPSAS implementation to ensure that UNHCR maximizes the application of such benefits.

The **Treasury Section (TS)** is responsible for safeguarding UNHCR's cash resources, and managing foreign exchange and investments. The Section formulates treasury and risk management policies and controls global liquidity flows throughout the organization. UNHCR is using fully integrated Treasury Management Systems together with a centralized cash management approach to enhance global real-time cash positioning and automated processes. In 2012, it managed a foreign exchange volume equivalent to some USD 1.5 billion and investments of some USD 260 million. Risk management measures were successfully applied to ensure that foreign exchange impacts were minimized. Investments were optimized while safeguarding the value of global cash holdings.
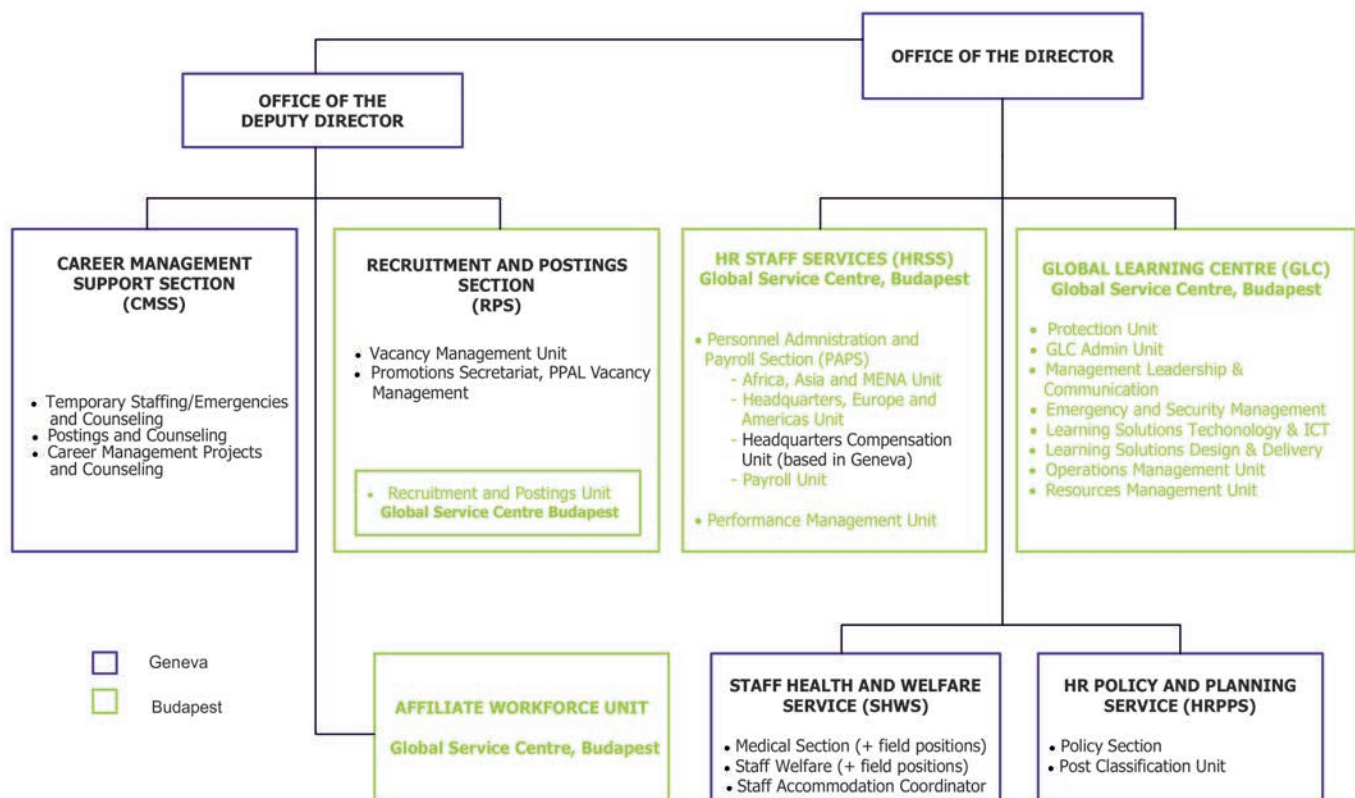
The **General Services Section (GSS)** is responsible for the building, warehouse and parking management at Headquarters in Geneva. It is also responsible for managing the arrangements for the security and safety of staff, administration of mail, provision of office supplies, and travel services at Headquarters. In 2012, GSS completed various security improvements for both the main building and the warehouse in Geneva. It also reorganized seating arrangements and made improvements to the office space arrangements in the main building. GSS processed travel authorizations and other travel documents, and completed the preparatory phase for the development of a self-booking travel tool.

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. In 2012, the Board reviewed UNHCR's financial statements for 2011. As is the practice each year, the Board also examined some selected management issues: in 2012, the Board reviewed the procurement of goods and services in UNHCR.

Internal audit services were provided by the **UNHCR Audit Section of the Internal Audit Division of the Office of Internal Oversight Services (OIOS)**.

Audit activity was based on a risk-based plan developed in consultation with UNHCR Divisions, Bureaux and other internal and external oversight bodies. In 2012, 19 audits were carried over from 2011 and 23 audits were initiated. Of these 42 audits, 23 reports were issued and 19 were in the reporting stage at the year end. These audits covered 31 field operations, eight headquarters activities, and three information, communication and technology (ICT) activities. More detailed information on the work of OIOS is made available each year to the Executive Committee (see *Report on Internal Audit* (A/AC.96/1113) for developments and activities up to 30 June 2012).

DIVISION OF HUMAN RESOURCES MANAGEMENT

The **Division of Human Resources Management (DHRM)** is responsible for the effective implementation of Human Resources (HR) policies; this includes keeping staff members informed of their responsibilities and entitlements. DHRM's work is guided by the Global Strategic Priorities, the Global Management Accountability Framework, the Code of Conduct, the Staff Regulations and Rules, the Resource Allocation Framework, the Delegation of Authority Framework for HR and a number of other UN and UNHCR-specific policies and procedural guidelines.

In 2012, DHRM established a new management structure and adjusted reporting lines accordingly (see organizational chart). The recruitment and career management functions in Geneva were placed under the responsibility of the Deputy Director. DHRM also strengthened the Vacancy Management and Promotions Unit, the Career Management and Support Section; created the HR Policy and Planning Service; merged the Staff Welfare Section with the Medical Service under one service, the Staff Welfare and Medical Service; and restructured the Personnel Administration and Payroll Section by merging it with the Performance Management Unit (previously in CMSS), which then became the HR Staff Services. The Affiliated Workforce Unit was created to administer all affiliate workforces (contractors, volunteers, consultants, interns and JPOs.)

In 2012, the **Career Management Support Section (CMSS)** focused on three main workstreams: career counselling; support for job placement; and performance management, with the ultimate aim of matching individual staff members' aspirations with organizational objectives. During the year, CMSS provided career counselling for over 1,800 staff members in the international professional category. CMSS worked to further professionalize its own services and career management officers through training and studies in career counselling skills.

Implementation of the Performance Appraisal and Management System across the organization was pursued, to ensure that staff and managers understood and used the system correctly and fairly to assess work outputs and behaviours. In November 2012, the Performance Management Unit was outposted to Budapest as a unit of the HR Staff Service.

In 2012 the **Recruitment and Postings Section (RPS)** managed almost 750 vacancies, plus another 150 vacancies under fast-track procedures. The Vacancy Management Unit in RPS provided secretariat support for all related meetings, including 10 Joint Review Board meetings. Thanks to a streamlined approach developed in 2012, positions advertised under the Syria Fast Track vacancies issued in December 2012 were processed and selections announced within just one month of issuance of the vacancy notices. During the year, RPS also issued a new policy and procedures for locally recruited staff. The Section prepared all documentation for over 800 staff members in the international and national professional categories, and managed two annual promotions sessions (2010 and 2011) during 2012.

The Junior Professional Officer (JPO) and United Nations Volunteers (UNV) units of RPS were moved to Budapest and integrated within the newly created Affiliated Workforce Unit at the end of 2012. In 2012, 26 JPOs were hired, eight of whom were assigned to Geneva, and 18 to the Field. Of the 222 staff members recruited in 2012 for regular positions, 23 were current or former JPOs. In 2012 the UNV deployment unit continued to strengthen its programme relationship with UNV Headquarters in Bonn. There are currently 526 international UNVs and 438 national UNVs working at UNHCR.

Early in 2012, DHRM issued a policy on accommodation, which introduced new arrangements to improve the living conditions and welfare of staff based in UNHCR housing in the Field.

UNHCR recognizes that staff operating in emergency situations can only perform well if they are adequately accommodated, even in the most remote locations. Resources were set aside during 2012 to establish a **Global Staff Accommodation Fund** to be managed by a Staff Accommodation Coordinator.

With effect from 2012, the **Human Resources Staff Service (HRSS)** was established in Budapest with increased responsibility and oversight over both the Performance Management Unit (PMU) functions and the Personnel Administration and Payroll Section (PAPS). The Performance Management Unit took over the administration of the Performance Management System. HRSS implements projects designed to simplify a number of personnel processes and enhance the output capacity of the *PeopleSoft* HR Module. The goals are: to ensure that staff benefit from all entitlements in accordance with UN staff rules and that PAPS functions efficiently, in full respect of the financial rules; to design policies to improve working conditions in the Field; to provide clearer HR information to staff; to update field living conditions booklets; to strengthen the use of the *PeopleSoft* HR Module; and to boost oversight mechanisms on HR transactions through a more reliable and user-friendly audit system.

In 2012, **DHRM Communications** engaged in a joint internal communications project with the Division of External Relations. An online employee magazine was developed which is due to be launched on a *SharePoint* platform in 2013. DHRM Communications continued to produce content for the intranet to keep staff members informed about HR news. Simultaneously, DHRM Communications launched DHRM video talks, enabling discussions on policies and topics with colleagues in the Field.

In December 2012 the **Staff Management Consultative Council (SMCC)**, which is the forum for management and staff association representatives from the Field and Headquarters, held its fifth meeting in Geneva. The meeting followed up on pending SMCC 2011 recommendations in order to make sure that all issues raised in the Global Staff Survey 2011 had been addressed by the organization. The SMCC identified the following three areas as critical: fear of speaking up, leadership and internal communications and recommended follow-up on these areas in 2013.

In 2012, the Medical Service and the Staff Welfare Section were merged and the **Staff Health and Welfare Service (SHWS)** was created to better supervise and deliver the health care and staff welfare services for staff and others working for UNHCR. SHWS set up an ergonomic project for Headquarters (Budapest and Geneva), provided refresher first-aid training in Budapest and Geneva, and offered first aid training for UNHCR security officers. SHWS also ran several health promotion campaigns at Headquarters, including vaccination programmes.
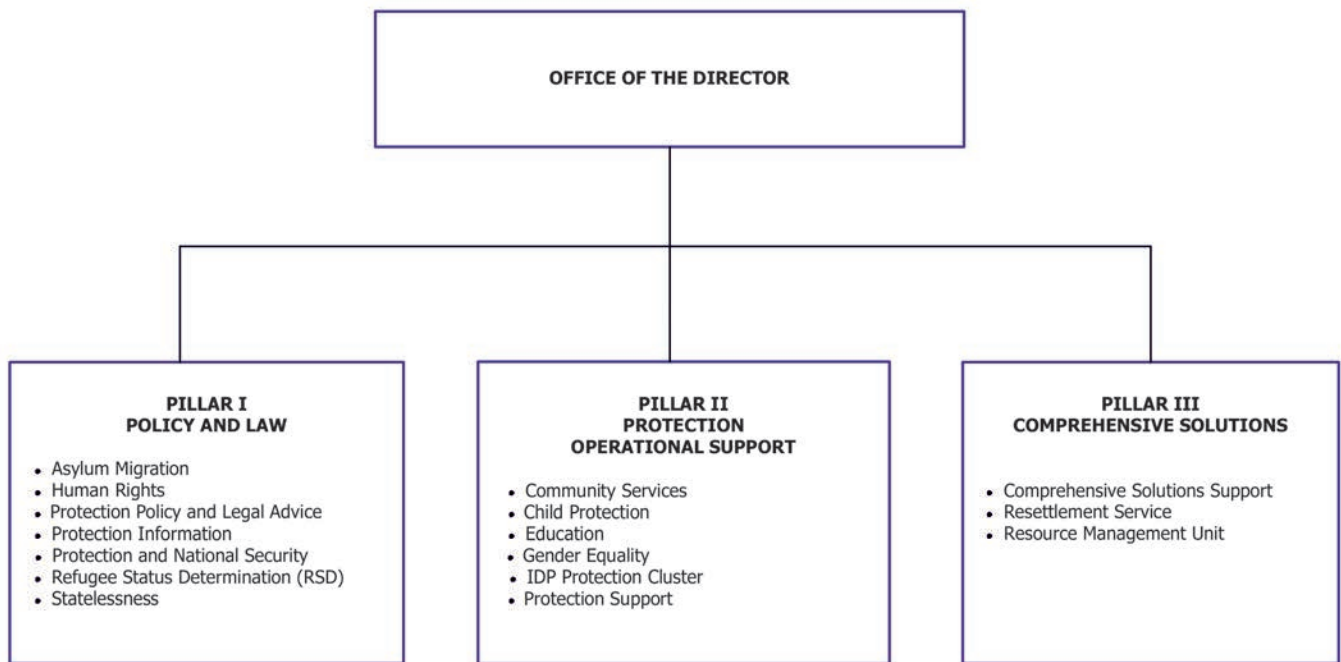
SHWS also undertook several medical assessment missions to Angola, the Central African Republic, Kenya (Dadaab) and Somalia, including staff training in medico-administrative procedures. Walk-in clinic arrangements were set up at Headquarters Geneva from 8 a.m. to 5 p.m., Monday to Friday.

The conditions of work for staff serving in high-risk areas in the Field have become increasingly challenging, requiring intensive engagement by SHWS. The Service focused its attention on staff involved in the operations related to the situations in Afghanistan, DRC, Mali, Myanmar, Pakistan, Syria and Somalia, through counselling, training and provision of guidance for senior managers on staff welfare issues. Staff members in other operations were supported through routine missions or upon request. The work of the staff welfare officers was significantly supported by the Peer Support Network which now has 249 members in 66 countries. A project to ensure psychological preparation for staff assigned or deployed to "D" and "E" locations has been officially launched. This includes individual phone sessions with a staff welfare officer to learn about key coping mechanisms and prepare a self-care plan. A framework for creating links with family members was also developed.

The Global Learning Centre continued to develop a diverse range of learning activities for staff and partners, striking a balance between operational needs and support for career development. Both substantive blended learning courses and short e-courses aimed at providing staff and partners with immediate access to specific knowledge/know how were widely subscribed, with over 10,000 staff and partners enrolled in at least one course, and over 40,000 enrolments in e-learning courses, Several training events targeted partners specifically, mostly in the field of refugee law and internal displacement, with particular reference to clusters.

The special staff costs budget covers mainly the salaries and related costs of staff members who are on special leave with full pay – staff in between assignments (SIBAs). In 2012, no voluntary separation programme was proposed. A limited number of agreed separations were nevertheless approved, with a view to mitigating the effects of post cuts and decreasing the number of SIBAs. The accrual liability costs of the After-Service Health Insurances are also covered under this budget.

DIVISION OF INTERNATIONAL PROTECTION

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PILLAR I POLICY AND LAW	PILLAR II PROTECTION OPERATIONAL SUPPORT	PILLAR III COMPREHENSIVE SOLUTIONS
• Asylum Migration • Human Rights • Protection Policy and Legal Advice • Protection Information • Protection and National Security • Refugee Status Determination (RSD) • Statelessness	• Community Services • Child Protection • Education • Gender Equality • IDP Protection Cluster • Protection Support	• Comprehensive Solutions Support • Resettlement Service • Resource Management Unit

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

The **Office of the Director** provides leadership on legal and policy formulation and operational support interventions. In 2012, the Office of the Director continued to offer guidance on global protection issues, particularly in the context of emergency protection support and strategy formulation. It also organized the 2012 High Commissioner's Dialogue on the topic of "Faith and Protection", which brought together participants from a range of faiths to discuss the role that faith-based organizations and local religious communities can play in protecting refugees and other people of concern to UNHCR.

Pillar I: Policy and Law

The **Protection Policy and Legal Advice (PPLA)** Section's mission is to advance international legal standards on the protection of asylum-seekers and refugees. In 2012, PPLA provided advice and comments to national governments (on draft national laws) and to international bodies engaged in negotiating relevant international and regional treaties. It also intervened as a third party in 23 court interventions at international, regional and national levels. PPLA prepared a wide range of documentation on protection issues related to many different topics including: detention; sexual orientation and gender identity; and Convention Travel Documents. The Note on International

Protection was also prepared by PPLA, along with six research papers published in the Legal and Protection Policy Research Series. In 2012, PPLA convened two expert roundtables on temporary protection and people fleeing conflict and violence respectively.

In 2012, the **Statelessness Unit** supported UNHCR offices to develop strategies to address statelessness, developed doctrinal guidance and provided technical support on a range of issues including measuring statelessness, reform of nationality laws and status determination procedures. The Unit worked with regional bureaux and field offices to advocate and provide support to States for implementation of the 105 pledges made at the ministerial meeting held in 2011, achieving implementation of about a quarter of the pledges by the end of the year.

The **Asylum/Migration Unit** aims to ensure UNHCR's engagement in broader migration issues, insofar as they impact UNHCR's mandate to protect refugees, stateless people and other people of concern. In 2012, the Asylum/Migration Unit supported the development of protection-sensitive regional approaches to address irregular mixed movements in Central Asia, the Gulf of Aden, the Sinai, the Western Balkans, the Asia-Pacific and other regions. The Unit also ensured UNHCR's participation in various global fora on migration, including the Global Migration Group (GMG), the Global Forum on Migration and Development (GFMD) and the Inter-Agency Cooperation Group against Trafficking in Persons (ICAT).

The **Human Rights Liaison Unit** worked to advance the protection of persons of concern through strategic recourse to and promotion of the UN human rights system. In 2012, cooperation with the diverse human rights mechanisms resulted in the adoption of specific concluding observations, recommendations, resolutions and reports. In particular, UNHCR's participation in the Universal Periodic Review of the Human Rights Council was important in promoting accession to and observance of standards in the international refugee and statelessness instruments. UNHCR also engaged in various other processes, including

the drafting of resolutions of the Human Rights Council and the participation in side events and high-level sessions of the Council.

The **Refugee Status Determination (RSD) Unit** seeks to improve the quality, fairness and efficiency of RSD decision-making globally. In 2012, UNHCR carried out RSD under its mandate in over 60 operations. The Unit monitored and supported these operations through advice on all aspects of the RSD procedures and complex individual cases, including challenges associated with emergency situations, maritime arrivals, detained asylum-seekers and other vulnerable groups. In countries facing significant increases in asylum applications and lengthy waiting periods, the Unit provided advice on case management and strategies to reduce backlogs.

Under the RSD Project deployment scheme, the Unit deployed 11 RSD consultants to support RSD processing in UNHCR and State procedures in Asia, Europe, MENA and the Americas in 2012.

In 2012, the **Protection Information Unit (PIU)** worked to support quality adjudication of international protection claims. PIU published country-specific policy guidance to assess the international protection needs of asylum-seekers from Côte d'Ivoire, Iraq, Pakistan and Sri Lanka. In addition, return advisories were published on Mali and Rakhine State (Myanmar), as well as protection considerations on Syria. Background reports on particular countries of origin, as well as specific query responses on certain situations in countries of origin, were produced in collaboration with external partners.

The **Protection and National Security Unit** takes the lead in efforts to ensure that measures to counter terrorism and other threats to national or international security, and to counter serious crimes and other serious threats to public order, comply with international legal obligations towards people of concern to UNHCR. In 2012, the Unit continued to revise UNHCR's guidelines on the interpretation and application of the exclusion clauses of the 1951 Refugee Convention. Another important initiative was the ongoing work to enhance interviewing skills, notably through the development of training, for staff engaging in refugee status determination, particularly where this involves possible exclusion from refugee status.

Pillar II: Protection Operational Support

In 2012, the **Sexual and Gender-Based Violence (SGBV)** Unit provided support in SGBV strategy development and monitoring to target country operations, notably through regional training workshops. In collaboration with the Global Learning Centre (GLC), the SGBV Unit launched a comprehensive SGBV e-Learning course in which 660 staff in over 140 field operations participated and began developing a facilitator's guide for SGBV for different audience groups. The SGBV Unit placed special emphasis on monitoring and evaluation in 2012, including technical support to field operations and a revision of the Results Framework. This led to the refinement of SGBV outputs and indicators, which will strengthen data on SGBV and facilitate planning, programming, and reporting. The SGBV Unit continued the implementation of the Gender-Based Violence Information Management System (GBVIMS) in three operations through field missions and technical support.

In 2012, the **Gender Equality Unit** focused on promoting gender equality within the Age, Gender and Diversity (AGD) approach,

improving data collection and mainstreaming gender equality in all activities undertaken by the organization. In 2012, the Unit focused on building tools for collecting sex- and age-disaggregated data, and extending their use to all operations.

In 2012, the **Community Services Unit** continued to develop guidance material and staff and partner learning opportunities to enhance delivery of UNHCR's AGD Policy. In cooperation with the Women's Refugee Commission, the Unit delivered disability inclusion training workshops for country offices, their partners and disability organizations in Bangladesh, Ethiopia, the Philippines, Thailand and Uganda. Working with the Organization for Refuge, Asylum and Migration (ORAM), the Community Services Unit coordinated the delivery of the first comprehensive two-day regional training event focused on the protection of Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) asylum-seekers and refugees.

In 2012, the **Child Protection Unit** launched the global Framework for the Protection of Children after extensive consultations with refugees. The Framework was rolled out in eleven target countries, with the Unit providing training, technical support for country-level strategies, and deployments of child protection specialists. The Unit supported a joint ASEAN-UNHCR regional workshop on birth registration in Thailand and contributed to a ministerial conference on civil registration and vital statistics in South Africa to further best practice and commitment to birth registration.

In 2012, the **Education Unit** provided direct and remote operational support for the global rollout of the education strategy, with a specific focus on 13 priority countries where 50 per cent of refugee school-age children are hosted. To strengthen the quality of education programme-monitoring, improvements in collecting baseline data using technology were introduced in 11 countries. For successful implementation of the Education Strategy, 300 field staff, implementing and operational partners, and government officials were trained on the strategy and on safe learning environments. The German Albert Einstein Academic Scholarship Programme for Refugees (DAFI) enabled over 2,000 students to pursue higher education in 40 countries. Intensive operational support was provided to 12 countries involved in the Educate A Child initiative.

The **IDP Unit** provided support to the main IDP emergencies in 2012, including in Mali, Myanmar and Syria, assisting the Field with strategic protection planning. The Unit was also closely involved in the development and review of IDP laws and policies in the State of Chiapas in Mexico, Kenya and *Puntland* in Somalia, as well as in promoting the Kampala Convention, which entered into force in December 2012. In cooperation with partners, in particular the Special Rapporteur on the Human Rights of Internally Displaced Persons, training on IDP protection was provided to more than 30 government officials in San Remo, Italy. An e-learning module on internal displacement was also finalized in 2012.

The **Global Protection Cluster (GPC) Unit** serves as the "support cell" for UNHCR's role as lead agency for the Global Protection Cluster. In 2012, the GPC implemented its Strategic Framework 2012–2014, which focused on strengthening support to field protection clusters by means of a help desk and website. The GPC conducted trainings on cluster coordination for senior and middle level managers and field protection clusters. The GPC

also developed modules on coordination and also on natural disasters; a protection mainstreaming module for field clusters was developed, as well as a coordination tool kit. The GPC also provided advocacy support to the DRC and Somalia operations and initiated a global protection funding study.

In 2012, the **Protection Support Unit** provided operational protection support to emergencies and ongoing operations, and assisted in developing approaches for enhanced protection management in UNHCR through participation in and review of the Annual Programme Review. It assisted in the implementation of the second phase of the High Commissioner's Protection Capacity Initiative of 2011, coordinated the completion of the revision of job descriptions for protection posts to strengthen accountability and responsibility for protection, and facilitated SURGE protection deployments through a number of partner schemes, including the inter-agency ProCap project, of which UNHCR is a Steering Committee member.

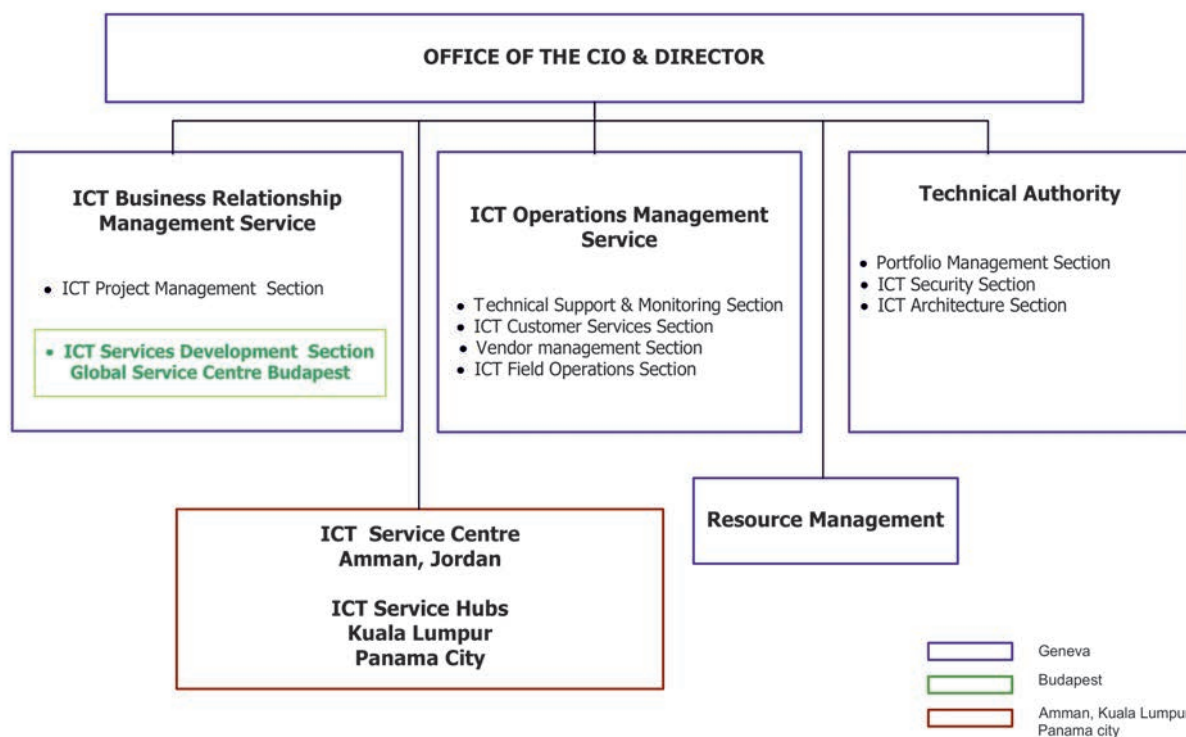### Pillar III: Comprehensive Solutions

In 2012, the **Comprehensive Solutions Unit (CSU)** intensified efforts to strengthen UNHCR's capacity regarding issues related to voluntary repatriation and local integration, as well as to mainstream the concept of comprehensive solutions into regional and country operation plans, particularly for operations working within protracted refugee contexts. The Unit worked closely with regional bureaux and field offices on durable solutions strategies, including for the Angola, Liberia and Rwanda situations where cessation clauses for groups of

refugees were declared. Additionally, advice and support was provided in the design of comprehensive solutions strategies for refugees from the DRC, as well as for refugees in the Central Asia region. The revision to the *Voluntary Repatriation Handbook* was finalized, providing a much needed update. The Unit undertook a mapping of protracted refugee situations for additional support and an extended support mission to Kenya, to assume the protection coordination function in one of the most protracted refugee situations.

The **Resettlement Service** continued to invest in its partnership with resettlement countries in support of enhancement of the global resettlement scheme. Its advocacy efforts resulted in Belgium and Germany joining as resettlement countries. The Service issued guidance for new and emerging resettlement countries outlining the essential conditions for a sustainable resettlement programme. It reviewed its management of emergency and medical resettlement to maximize the use of limited places available for this purpose. The Service introduced global templates for the use of an abridged resettlement registration form in an effort to streamline and expedite resettlement processing. As part of continuing efforts to implement OIOS recommendations on fraud prevention and control in the resettlement process, the Service put in place a framework to conduct fraud risk assessments, training in fraud awareness and investigation and report on fraud occurrences.

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

DIVISION OF INFORMATION SYSTEMS AND TELECOMMUNICATIONS

The **Division of Information Systems and Telecommunications (DIST)**, is responsible for the functioning of strategic information and communications technology (ICT) systems, ensuring that they are properly supported, are fully available and continue to evolve. The organizational chart shows the Division's new structure in 2012.

The **Office of the Director** includes the Resource Management Unit which manages the financial and human resources of the Division.

The **Business Relationship Management Service** ensures effective communication and engagement between DIST and other Divisions and Bureaux; helps them to apply appropriate ICT

solutions to achieve UNHCR's business objectives; and works with the Business Owners' Committee on the prioritization of requirements and investments. The **Project Management Section** provides direct supervision and management of ICT project management team and project managers (internal and external); ensures adherence to ICT project management and project and portfolio governance standards and that ICT projects are managed and delivered effectively and successfully. The **Services Development Section** (Budapest) provides in-depth analysis and support to all ICT projects, including the design of new processes, analysis of problems and identification of any necessary changes to ICT systems. In collaboration with the Technical Authority Service, the Section also ensures that delivery meets requirements through appropriate governance and testing.

The **Technical Authority Service**, including the Portfolio Management Office, defines technical ICT policies, standards, security, design and architecture; manages the release of new technologies, systems and services; and ensures that the correct technical governance is in place to manage all ICT within UNHCR. The **Portfolio Management Office** provides a clear governance and delivery support model for UNHCR's ICT projects to enable well-informed, appropriate decision making.
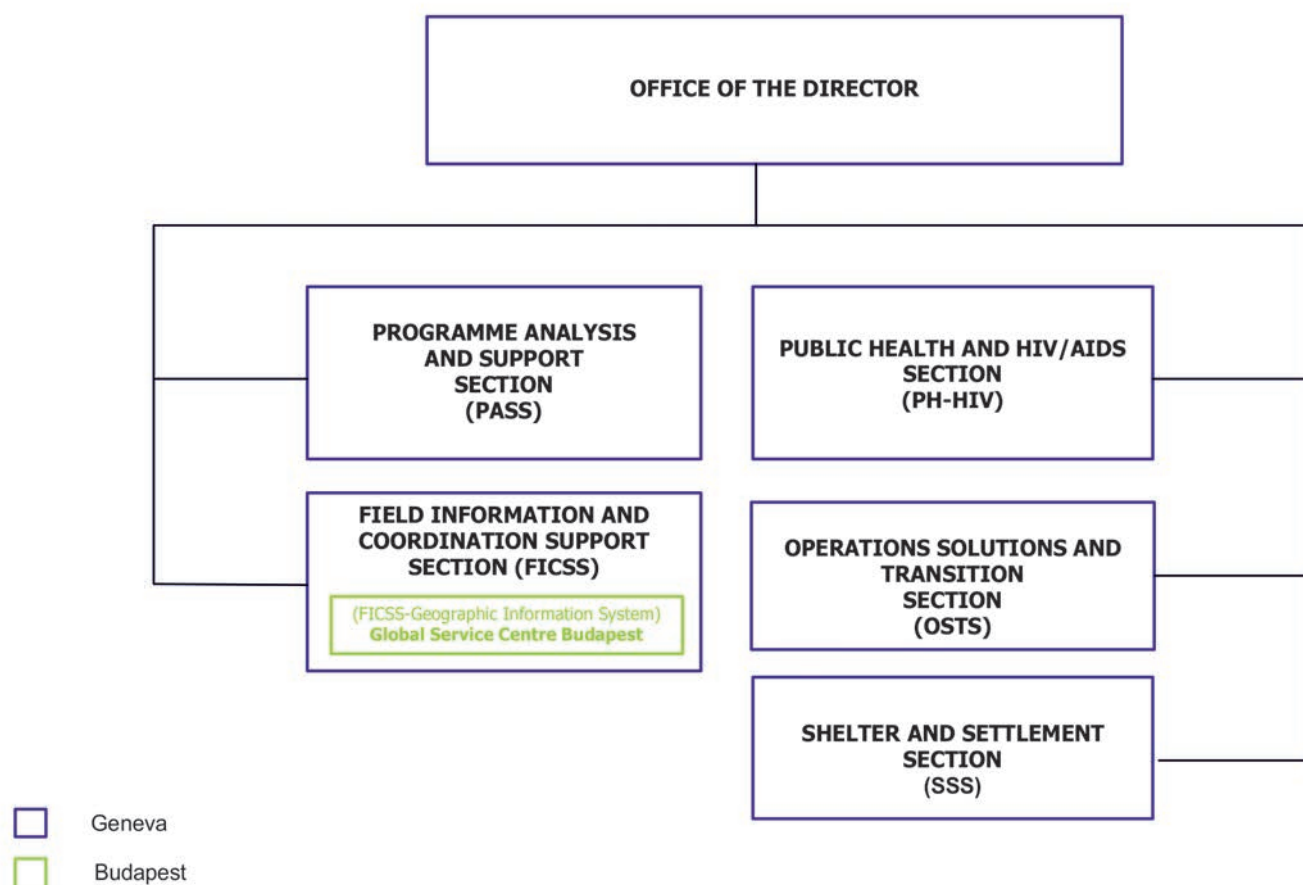
The **ICT Operations Management Service** develops operational policy guidelines and ensures that: standards and procedures are followed in the delivery of ICT services; service delivery is monitored and maintenance and improvements carried out effectively; the UNHCR network and data centres are monitored and managed to provide agreed levels of service and data integrity. The **Technical Support and Monitoring Section** monitors UNHCR's ICT infrastructure and network operations; carries out configuration management on ICT equipment; supports Headquarters infrastructure that cannot be supported remotely; and manages service levels for operational services. The **Vendor Management Section** defines work contracts with ICT suppliers; ensures clear communication of agreements and associated targets throughout UNHCR so that all parties are aware of the levels of expected service; and supports the **ICT Services Development Section** (Budapest) with contractual negotiations and the creation of new services or changes to existing services. **ICT Customer Services** (in Geneva and Budapest) and the **ICT Service Hubs** (in Amman, Kuala Lumpur and Panama) provide service-desk support and manage delivery of desktop support for all UNHCR staff during normal working hours; ensure the provision of technical support to hubs and

ICT staff; and manage the ownership of service management processes and the knowledge base.

DIST's main achievements in 2012 included:

- Replacement of 6,600 desktop computers (1,100 at Headquarters and 4,500 in field offices).

- Roll-out of MS Office 2010 to 7,300 users (1,400 users at Headquarters and 5,900 users in field offices)

- Migration to the new messaging system MS Outlook/Exchange Server 2010 for offices in Geneva, Budapest, Brussels and London.

- Implementation of centralized printer services under contractual arrangements with a service provider in Geneva and Budapest, with simultaneous introduction of badge-enabled printing.

- Implementation of *Focus* Reader, a lightning-fast application to view operational data and the *Global Focus External* (GF-X) web portal for donors; completion of development work of Focus Reader mobile.

- Inauguration of the **ICT Service Centre in Amman** in June 2012 by the High Commissioner and representatives of the Government of Jordan. By mid-year, 21 international staff members were in place with recruitment of 14 national posts completed by end-August.

- Enhancement of emergency response capability from the Amman ICT Service Centre since DIST took over responsibility for ICT support for emergency operations and the Workshop for Emergency Managers. Emergency support missions were deployed to West Africa (Mali, Burkina Faso, Senegal) as well as to Jordan, Lebanon, Libya, Myanmar and South Sudan.

- Augmentation of the overall capacity of the DIST Global Service Desk was augmented with eight positions in the Amman ICT Service Centre, providing support six days a week (Sunday to Friday).

- Provision of technical support by the **Services Development Section** to enable UNHCR's adoption of IPSAS.

- Introduction of improvements for MSRP modules on Human Resources and Payroll (Admin Workforce, Absence & Vacation, Recruitment, Pension Fund, ePerformance, Fact Sheet, Medical Insurance Plan, Competency Management, Promotions Process); Supply Chain (Inventory, Asset Management and Procurement); and Finance (Implementing Partner agreements, Educational Grant, Vendors and Journal workflows).

DIVISION OF PROGRAMME SUPPORT AND MANAGEMENT

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  │   AND SUPPORT               │      │         SECTION             │
  │   SECTION                   │      │        (PH-HIV)             │
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  │   FIELD INFORMATION AND     │      │  OPERATIONS SOLUTIONS AND   │
  │   COORDINATION SUPPORT      │      │        TRANSITION           │
  │   SECTION (FICSS)           │      │         SECTION             │
  │  (FICSS-Geographic          │      │          (OSTS)             │
  │   Information System)       │      └─────────────────────────────┘
  │  Global Service Centre      │
  │  Budapest                   │      ┌─────────────────────────────┐
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                                       │          (SSS)              │
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☐ Geneva
☐ Budapest

The **Division of Programme Support and Management (DPSM)** works to provide the knowledge, guidance and tools that field operations need to design, deliver and continuously improve programmes that demonstrate quality, technical integrity and innovation. In 2012 alone, members of its relatively small team were deployed on emergency, technical support and capacity-building missions for a total of 1,804 days.

In 2012, DPSM enhanced technical quality and capacity in several of UNHCR's operations by providing training, new operational approaches, tools, guidance and field support. DPSM's role in strengthening UNHCR's commitment to working in partnership with other organizations was reflected in the integration of staff seconded from NRC, DRC and SDC. DPSM is also the institutional focal point for management of UNHCR's essential partnership with WFP.

Particular attention was paid to assisting refugees in emergencies and urban areas, as well as to finding durable solutions. DPSM continued efforts to strengthen results-based management in UNHCR to ensure evidence-based and results-oriented programming with the emphasis on resource allocation based on needs.

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

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

PASS develops and coordinates strategic elements of programme management and provides guidance and direction on programme planning, implementation, monitoring and analysis. In 2012, work continued on improvements aimed at making *Focus* – UNHCR's RBM software – more intuitive, functional and stable. PASS also developed and implemented a 2012-2013 strategy to strengthen programme management capacity and led the development of a streamlined set of Global Strategic Priorities.

FICSS provides comprehensive support for operational data management systems necessary for the planning, management and delivery of protection and assistance to refugees and others of concern. FICSS ensures UNHCR's co-leadership of the Global Camp Coordination and Camp Management (CCCM) Cluster and hosts the inter-agency Joint IDP Profiling Service (JIPS). In 2012, the Section supported field operations in the areas of population and operational data, standards and indicators, geographical and spatial information, case management, statistics, needs assessments, surveys and CCCM practices. FICSS took forward the development of *ProGres* version 4, UNHCR's new generation registration software, and developed and implemented UNHCR's Information and Data Management Strategy for 2012-2014.

The second pillar comprises the **Public Health and HIV/AIDS Section (PHHIV)**; the **Operations Solutions and Transition Section (OSTS)**; and the **Shelter and Settlement Section (SSS)**:

The **PHHIV** Section engages in policy and standard setting, technical support and guidance, as well as monitoring and evaluation in the areas of public health and HIV, reproductive health, water, sanitation and hygiene (WASH), and nutrition and food security. In 2012, PHHIV played an essential role in ensuring timely and adequate technical support for UNHCR's emergency response, including the use of the web-based health information system, renamed Twine (twine.unhcr.org). PHHIV also strengthened UNHCR's capacity to implement and monitor programmes in the areas of anaemia, WASH and nutrition.

OSTS ensures strategy and policy development and support to field operations on livelihoods and self-reliance, the environment, climate change adaptation, disaster risk reduction and solutions. In 2012, OSTS worked closely with development actors to find solutions to protracted refugee situations, including the promotion of inter-agency initiatives such as the Transitional Solutions Initiative and the Secretary-General's Policy Committee Decision on Durable Solutions. The livelihood activities focused on building entrepreneurship and standardizing the quality of socio-economic assessments. OSTS promoted renewable energy and energy efficiency and engaged in the operational aspects of climate change adaptation.

UNHCR created a new **Shelter and Settlement Section (SSS)** in late 2011 to strengthen capacity to respond to the shelter needs of refugees and others of concern. SSS supports the development of shelter strategies, site plans and tools and conducts research on technical specifications for shelter and non-food items. It also supports UNHCR's co-leadership of the Global Emergency Shelter Cluster. In 2012, UNHCR's shelter team undertook support missions, deployed technical experts and engaged in capacity-building of shelter staff. The section also commenced the development of a new Strategic Framework for shelter to improve the access to adequate shelter in the Field.