

OPERATIONAL SUPPORT AND MANAGEMENT

| Executive Direction and Management |

The **Executive Office** formulates policy, 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 **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. Specific functions include: protecting individuals against retaliation (the whistleblower protection policy); developing, disseminating and promoting ethics-related policies; advising individual staff members and the management on ethical behaviour and standards; and ensuring the implementation of the UN Financial Disclosure Programme in UNHCR. The Ethics Office is also tasked by the High Commissioner to follow-up on the implementation of the UN Secretary General's policy on Protection from Sexual Exploitation and Abuse.

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.

In 2011, the IGO has pursued its collaboration with the Regional Bureaux and Divisions to ensure wider dissemination of good practices and recurrent findings from investigation and inspection missions.

The IGO kept the members of the Executive Committee informed about its activities and sought their advice and support on issues of mutual concern, both at formal meetings of the Committee and through "The Friends of the IGO".

An ad hoc Inquiry team was dispatched to Afghanistan in December following the violent attack on Sub Office Kandahar in October 2011.

In 2011, the Inspection Service undertook standard inspections of UNHCR's operations in Cambodia and Viet Nam, the Central African Republic, Costa Rica, Israel, Kyrgyzstan, Turkey, Uganda, the Bolivarian Republic of Venezuela, and the UNHCR Regional Office in Hungary (covering seven countries in Central and Eastern Europe). An ad hoc inspection to Iraq and a compliance mission to Algeria were also conducted.

In the second half of 2011, the Inspection Service issued closure memoranda for eight standard inspections undertaken in 2008 and 2009. The closure of these inspection cycles followed the submission and review of periodic reports on the progress of the implementation of the mission recommendations by the Service.

An advanced inspection training workshop was held in Geneva and attended by 21 Geneva-based, and six field-based, middle and senior managers. The purpose of the workshop was two-fold: to provide the participants with advanced professional skills and knowledge for potential participation in inspection missions, and to provide the IGO with a reserve of trained staff for future inspection missions.

During 2011, the IGO received requests from the Joint Inspection Unit (JIU) for comments on or inputs for 22 reviews. The IGO also coordinated UNHCR's responses to the JIU's follow-up system for 2008-2010 which contained 144 recommendations concerning UNHCR. To enhance coordination, meetings were held between the High Commissioner, the Inspector General and the JIU's Chairman and Executive Secretary.

The Investigation Service's new *I-Sight* case management software has proved effective in allowing more efficient registration, management and tracking of cases. In 2011, over 1200 complaints were received and assessed for possible misconduct. Over 70 per cent of complaints were linked to protection and assistance activities, and were thus referred to the Bureaux, with whom the IGO is working closely to determine how to best respond to beneficiaries in a prompt and meaningful manner.

One hundred and ninety complaints of alleged misconduct were received in 2011 and 56 cases of alleged staff misconduct were opened, 11 per cent of which related to workplace harassment or abuse of authority. In regard to the latter, the Service has continued to provide guidance to complainants encouraging them, where appropriate, to use alternative conflict resolution mechanisms or to explore managerial actions to address their grievances.

The Investigation Service dispatched teams to five countries in Africa, two countries in Asia and one country in the Middle East to look into allegations of workplace harassment, abuse of

authority, resettlement fraud and sexual abuse and exploitation. On the majority of these missions, investigators were supported by UNHCR staff trained in 2010 in basic investigation techniques.

In order to further increase its capacity, the Service held another training in basic investigation techniques for 16 field-based staff who could be called upon to assist in investigations. Staff from the Investigation Service attended training courses on IT forensics and on conducting investigations with a particular focus on interviewing techniques. The Head of Service attended a workshop on investigations into procurement fraud and participated in the 12th Conference of International Investigators in Washington, DC.

In 2011, the **Liaison Office in New York (LONY)** has sought to enhance effective partnerships and frameworks for action with the UN to respond to the challenges of protecting and finding solutions for persons of concern. The Office took a proactive role in multiple UN fora, including the General Assembly and subsidiary bodies. The Office also reported on country-based developments and inter-agency initiatives, as well as monitoring the evolution of policies, doctrine and operations with key UN Secretariat bodies such as DPKO, DPA, OCHA and PBSO, and agencies such as UNICEF and UN Women, helping to ensure that UNHCR's mandate priorities are reflected in cross-cutting UN themes. Headquarters, regional and field offices were kept abreast of key developments on current funding mechanisms, changes in peacekeeping as well as political mandates respectively and related developments. LONY ensured that reporting on key recommendations emanating from the Third and Fifth Committees of the General Assembly was carried out and assured continuous monitoring of regional thematic (and long-term) processes.

For the commemorations of the anniversaries of the 1951 Convention and the 1961 Convention on the Reduction of Statelessness, LONY organized a panel discussion in collaboration with the Human Rights Center of John Jay College, focusing on prospects and challenges facing refugee protection. A photo exhibition on the "World's Stateless" was held at the UN Secretariat Building, which served to help promote accession by States to the Statelessness Conventions. The exhibition dovetailed with the publication of the 2011 Treaty Event "Towards Universal Participation and Implementation", leading up to the UN Treaty event in New York in September and the UNHCR Treaty Event in Geneva in December. LONY also organized a series of monthly open discussions, known as the "17/17" speaker series, on topics relating to UNHCR's mandate.

For World Refugee Day, a joint event was held with the Women's Refugee Commission and the Permanent Mission of Norway, with the Secretary-General and former Emergency Relief Coordinator Jan Egeland as keynote speakers. Other activities on the day included the illumination in blue of the Empire State Building, UNHCR promotion spots in NYC taxis, and UNHCR's participation at the closing bell of the NASDAQ Stock Exchange, culminating in a public panel discussion on refugee issues at the mid-town branch of the New York Public Library.

In 2011, 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.

These included an independent and global review of the state of refugee education; reviews of the implementation of UNHCR's urban refugee policy in Bulgaria, Costa Rica, Kenya and Tajikistan; studies of the search for durable solutions to refugee and displacement situations in Bangladesh, Colombia, Liberia, Eastern Sudan and South Sudan; evaluations of UNHCR's response to emergencies in Côte d'Ivoire, Kyrgyzstan, Liberia and Uzbekistan; and a review of the changing context of humanitarian action, focusing on issues such as non-state armed actors, stabilization strategies and coordination arrangements in refugee emergencies.

PDES staff met Executive Committee members in February 2011 to discuss the Service's functions and work programme. The Service strives to maintain a close working relationship with Executive Committee members that conduct or commission evaluations of UNHCR programmes, so as to avoid any duplication of effort and to ensure that the PDES work programme reflects the Committee's priorities.

PDES continued to represent UNHCR in relation to the United Nations Evaluation Group (UNEG) and the Active Learning Network on Accountability and Performance in Humanitarian Action (ALNAP).

In 2011, PDES published more than 30 papers in the series *New Issues in Refugee Research*, contributed regular articles to the journal *Forced Migration Review* and played an advisory role in the preparation of the 2012 edition of *The State of the World's Refugees*.

The **Deputy High Commissioner** oversees and provides strategic leadership for all functions related to the managerial, financial and administrative running of the Office. In 2011, the organization as a whole raised more funds than ever before, in excess of USD 2 billion. To strengthen oversight functions, the Deputy High Commissioner set in process the establishment of the Independent Audit and Oversight Committee (IAOC) and other accountability mechanisms, and a review of the Policy and Evaluation Service for further enhancement of its evaluation functions. The Controller and Director of the Division of Financial and Administrative Management, as well as the Directors of the Divisions of Human Resources Management, External Relations and Information Services and Telecommunications, all report directly to the Deputy High Commissioner who also supervises the Heads of the Legal Affairs Section and the Organizational Development and Management Service, and the Ombudsperson.

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.

In 2011, LAS prepared legal arrangements for, and provided advice on, legal aspects of UNHCR's operations and activities. In particular, LAS prepared legal opinions and advised on issues of international public law, including on the privileges and immunities of the United Nations, as well as on agreements regulating relations of UNHCR with host countries, non-governmental and other legal entities. LAS provided legal advice on procurement, commercial contracts and other commercial law matters, and on claims and disputes involving UNHCR's operational activities. It also advised on legal aspects of public and private sector fund raising.

LAS strove to ensure higher levels of accountability, including the application of fair and efficient policies and procedures by UNHCR's administration. It worked to reduce financial and other loss through legal risk analysis and protected the interests of the

organization in internal administration of justice proceedings. In addition to advising on organizational policies and procedures, LAS contributed to ensuring that UNHCR's activities are carried out in accordance with its internal regulatory frameworks and relevant law.

Throughout 2011, the **Organizational Development and Management Service** (ODMS) maintained a strategic overview of UNHCR's system of management and organizational design and continued to consolidate and fine-tune procedures and processes implemented within the context of UNHCR's structural and management change process launched five years ago. The Service also provided support and guidance to newly identified management initiatives, including a number of structural and staffing issues, as well as the simplification and refinement of processes and procedures throughout the organization.

The stocktaking exercise, to review the current status of regionalization and identify lessons learned, good practices and areas which require further strengthening, was completed in 2011. ODMS continued to promote and ensure the organization-wide relevance of the Global Management Accountability Framework (GMAF) by steering and supporting the process of aligning job descriptions with accountabilities, responsibilities and authorities.

ODMS continued to oversee the Canadian Consultant Management Initiative (CCMI). Established by the Canadian Development Agency, the CCMI aims to improve UNHCR's management systems by funding small projects that have concrete results on operations. In 2011, two new projects: *Strengthened protection capacity for children of concern to UNHCR* and *Benchmarking financial management in UNHCR*, were launched.

ODMS launched a study on the different areas where simplification of processes could take place. An initial summary of findings was prepared on the basis of a field survey, following big Headquarters consultations on areas for improvement.

• *Division of External Relations*

The **Division of External Relations** (DER), in close collaboration with other parts of the organization, successfully ran a number of events related to the commemorations of key anniversaries in 2011, including the 1951 Refugee Convention and the 1961 Statelessness Convention, as well as the 150th Anniversary of the birth of Fridtjof Nansen, League of Nations High Commissioner for Refugees. DER continued to mobilize public, political and financial support for the work of UNHCR - the latter at an unprecedented level. DER also supported the Office's governing bodies and managed relations with various partners, from the private sector, the NGO sector and the UN family, among others.

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 2010, the Global Appeal 2012-2013, and six supplementary appeals. They are key documents that generate funds needed for UNHCR's operations worldwide and satisfy the majority of donors' reporting requirements. In addition, the Service prepared special funding submissions and reports for individual donors, and coordinated UNHCR's submissions for multi-agency appeals and inputs to the Consolidated 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 fund raising, 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 Fund Raising Service** (PSFR) works to raise awareness and funds for UNHCR's programmes and engages the public to increase support for refugees and strengthen the Office's image. The Service supports fund-raising 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 fund-raising officers based in London, Bangkok, Rome and Washington DC.

PSFR directs fund-raising market development and manages the Office's investment growth fund as well as international corporate and foundation partnerships. An unprecedented amount of USD 111 million was raised in 2011 from individuals, corporations and foundations globally.

Among the most effective of PSFR's individual fund-raising strategies is the street fund-raising outreach programme, otherwise known as "face-to-face fund raising". Teams of fundraisers in numerous cities around the world approach individuals to inform them about refugee issues and ask them to support the organization financially through monthly gifts.

To ensure future growth and predictable revenue, PSFR continues to develop and test new fund-raising 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 financial support.

The **Communications and Public Information Service** 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.

As part of the 60th anniversary Commemorations, the Communications and Public Information Service launched the "1" Campaign on World Refugee Day. The "1" Campaign reflects UNHCR's unwavering support for human rights and allows the

organization to take a principled stand on the issue at the heart of its mandate for refugee protection by stating: “1 Refugee without hope is too many”.

Several governments took an active role in promoting the “1” Campaign on their web sites around World Refugee Day. Thanks to its success, the campaign was extended up to the end of 2012. Other media activities that supported the 2011 Commemorations included a campaign on the issue of statelessness, coverage of the December intergovernmental meeting, the Nansen Refugee Award and World Humanitarian Day, and recognition of Angelina Jolie’s 10 years as a UNHCR Goodwill Ambassador. Coverage in relation to the year’s major humanitarian crises in the Horn of Africa, Libya, and Côte d’Ivoire generated wide media exposure for the organization. The Service also supported the annual Global Trends report, and the two annual Asylum Trends reports. 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 1.3 million followers - complementing the existing annual figure of almost 38 million visitors to the Office’s main Global Website.

In the course of 2011, 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 **Secretariat and Inter-Agency Service (SIAS)** supports the work of UNHCR’s Executive Committee and acts as the focal point for the Office’s collaboration with UN coordination bodies, other international and intergovernmental organizations, non-governmental organizations and other stakeholders. The Head of the Service is supported by the Secretariat and the Inter-Agency Unit, and serves as Secretary of the Executive Committee.

In 2011, the Service provided conference services for meetings of the Executive Committee as well as for the intergovernmental event commemorating the Conventions and its preparatory process; organized the annual consultations with NGOs; drafted and coordinated reports for the General Assembly and the Economic and Social Council (ECOSOC); and sought to ensure that decisions, conclusions and resolutions of UNHCR’s governance bodies reflected the Office’s objectives. It edited and translated official correspondence and Executive Committee documents; advised on protocol matters; collaborated on quality assurance of the Global Appeal and Global Report; prepared UNHCR’s contributions to various yearbooks and academic publications; and maintained a master calendar of meetings.

UNHCR’s principal governance report, the High Commissioner’s annual report to the General Assembly, drafted and coordinated by SIAS, was well received in the GA’s Third Committee, as was the oral report to ECOSOC on the coordination aspects of UNHCR’s work. SIAS also coordinated inter-agency inputs and preparations for the reports of the Secretary-General 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; the inter-agency cluster approach to internal displacement; the debate on humanitarian space; humanitarian response; food security and climate change; 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 a new approach to enhance partnership with national and local organizations and communities.

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 the Office’s response to external review of UNHCR activity. *Livelihood* is UNHCR’s document and records management system. In 2011, RAS completed the implementation of the system to the 36 countries in the Europe region, providing a common space to share information and manage records in a secure way throughout the region. Lessons learnt during the implementation are now used to expand a global records management solution for the organization.

During 2011, 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.

• *Division of Human Resources Management (DHRM)*

DHRM is responsible for HR policies, including keeping all staff members informed of their responsibilities and entitlements according to their status and roles in the course of their careers with UNHCR. In the past two years, key reforms in human resources management have taken place, in particular through the creation of the Global Learning Centre and the definition of a unified learning policy; the introduction of an international assignments system led by the Division, including the creation of the Career Management Support Section; the introduction of a new performance management and appraisal system; and the adoption of the new systems of contracts and for the administration of justice.

The **Career Management Support Section (CMSS)** provided individual career counselling to professional staff members on how to channel their skills and competencies in order to meet the changing needs of the organization and to follow their personal career development plans. CMSS delivered four series of Career Transition Workshops sessions for more than 150 staff affected by downsizing in Georgia, the Russian Federation, Serbia and Kosovo (S/RES/1244(1999)). A one-year pilot mentoring programme for newly recruited staff members was launched in March 2011 and was rolled out throughout the year. A pilot project for support to staff and their manager during the first 100 day following a reassignment, has been piloted in the second half of 2011, and will be assessed in 2012. CMSS has started monitoring the implementation of the new Performance Appraisal and Management System (PAMS). To better disseminate knowledge about PAMS, training sessions were jointly designed with PAPS to be included in their advanced HR training modules for HR staff

and managers. The global staff survey confirmed that 58 per cent of staff agreed that the ePAD is useful in helping to identify strengths, weaknesses and areas for improvement and 72 per cent of staff agreed that their performance on the job is fairly evaluated. A PAMS week was launched, and in collaboration with GLC, webinars were organized aimed to share good PAMS practice and on-line support for Representatives /Heads of Missions. The rebuttal process was managed and guidance provided worldwide to all concerned parties. Preparations were made to strengthen field representation in processes for local monitoring of compliance of PAMS through roll-out of PAMS data reports in early 2012. An Audit of PAMS IT was undertaken at the end of 2011.

The **Recruitment and Postings Section (RPS)** managed vacancies in 2 compendia as well as 4 Fast Track exercises (Liberia, Somalia, Sudan and North Africa). Almost 1000 positions were advertised in total of which 187 were advertised internally and externally and were filled through 12 Joint Review Board sessions. There were 639 appointments (66 per cent of the total posts advertised) of which 518 were compendium related and 121 under Fast Track procedures.

Some 116 staff members were recruited in 2011 for regular positions of whom 39 were current or former JPOs (the highest number of JPOs to be recruited since 1996); and 11 international UNVs. In addition, some 153 staff members were recruited for temporary assignments. In 2011, the UNV Deployment Unit continued to manage the deployments of UNVs, and there are currently 982 national and international UNVs throughout UNHCR. The Unit continues to strengthen its relationship with UNV Headquarters in Bonn.

In 2011, the **Policy Section** initiated a comprehensive review of the status of employees working under contractual arrangement other than staff member status. Affiliate workforce arrangements currently in use in the Office have been made more transparent and accessible, as have UNHCR's relations with UNOPS and the contracting modalities of UNOPS employees working for UNHCR.

DHRM took steps to build a "duty of care" corporate statement which is to be followed by implementing policies, together with initiatives taken by other divisions. A thorough review of UNHCR-provided staff accommodation conditions and standards resulted in the issuance of a comprehensive policy.

DHRM continued its reflexion on the organization's strategy for managing talent. A thorough review of the recruitment, assignment and promotion mechanisms involving substantive offices, legal affairs, and staff representation took place throughout the year. A five-year transition plan was started in 2011 to phase out the Special Operations Approach in order to implement the 2010 UN General Assembly decisions on the change of conditions of service of international staff. DHRM initiated a thorough review of UNHCR-provided staff accommodation conditions and standards.

In 2011, The **Personnel Administration and Payroll Section (PAPS)** implemented projects designed to simplify personnel processes, including separations and recording of absences; provide information on personnel policies including rules and regulations to staff; deliver training to personnel and administrative staff and senior managers; and improve the coverage of the *PeopleSoft* HR Module. PAPS also continued to streamline 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. Focus has been on designing policies to improve working conditions in the Field; providing clearer HR information to staff through support missions and the issuance of additional user-friendly booklets on entitlements and benefits; strengthening the use of the *PeopleSoft* HR Module by providing more personnel documentation through the self-service pages and through staff training; and boosting oversight mechanisms on HR transactions through a more user-friendly and more reliable audit system.

To continue improving internal communication, a user-friendly self-service space for administrative forms was established on the intranet, web stories were produced to inform staff on HR-related issues and informal meetings with staff were organized to encourage an open dialogue. An employee motivation survey conducted by Swiss universities was facilitated and outreach activities with a Geneva-based Students' Foundation completed. In September the third Global Staff Survey 2011 was carried out after a preparatory phase of six months together with Right Management/Manpower.

In December 2011 the **Staff Management Consultative Council (SMCC)**, the forum for management and staff association representatives from the Field and Headquarters, held its fourth meeting which was dedicated to analysing the results of the Global Staff Survey 2011 and making recommendations on the lowest ranking issues such as leadership, organizational culture, internal communications and career development.

The **Medical Service** continued to monitor the physical and mental health of UNHCR staff in a confidential manner through the contractual entry and periodic medical examination, sick leave or medical evacuation reports. Monitoring has ensured a healthy workforce and also an important source of information about potential health risks, availability and reliability of local medical assistance. The Service made specific contributions in the context of emergency preparedness assessments, briefing of health risks and provision of medical kits and immunization updates. In the context of emergency response, the Medical Service carried out a medical evaluation in Tunisia of newly recruited staff for the Libyan operation and assessed the local medical facilities. To further the concept of "duty of care", the Service facilitated group discussions between an expert NGO, People in Aid, and various sections of DHRM. The Service continued to work intensively with Personnel Administration to revise forms to streamline medical and administrative procedures and with the Policy Unit to revise policies on sick leave and medical evacuation.

The **Staff Welfare Section (SWS)** provided support to staff in high risk environments (Afghanistan, the Democratic Republic of the Congo, Pakistan, Somalia, the Syrian Arab Republic and Yemen) through training and individual and group counselling sessions and management support. At the same time, the Staff Welfare Officers responded to new emergency situations in Africa, and the Middle East. A specific attention was given to the pilot project on psychological preparation for the emergency operations which also included taking part of the psychological preparation of the emergency roster. The training activities included peer support training for colleagues in the Middle East and West Africa, prevention of burnout and vicarious trauma and team support worldwide. SWS also reached out to the

families of the staff members through a study on family support systems in UNHCR. Specific attention was paid to attaining of the UN minimum standards for HIV in the workplace in field locations.

The coordination of learning activities is centralized at the Budapest-based **Global Learning Centre (GLC)**. Access to learning continued to increase in 2011, as a result of the growing range of learning activities and the use of distance methodologies. In the course of the year, about 6,500 staff and partners enrolled in one or more of the over 400 activities on offer, with a total of some 36,000 registrations. Over 3,000 learners joined substantive blended learning programmes entailing between 3 and 12 months of study. Evaluations were generally very positive. The career streams project, aimed at matching learning activities to specific competencies with a view to supporting career development, was delayed by the continuing developments in certain subject areas. Nonetheless, a number of new products were introduced or comprehensively reviewed and redesigned in support of organizational priorities, including Results-Based Management, IPSAS, protection capacity, security and emergency management, and leadership and coordination in the inter-agency context.

The special staff costs budget covers the salaries and related costs of staff members who are on special leave with full pay (Staff In Between Assignments). In addition, a specific cost centre is used to create, through the Budget Committee process, temporary positions to cover the salaries and related costs of staff members who are on temporary assignments. No voluntary separation programme was adopted in 2011. A limited number of agreed separations have, however, been approved with a view to mitigating the effects of post cuts and decreasing the number of staff in between assignments.

• *Division of Financial and Administrative Management*

The **Division of Financial and Administrative Management (DFAM)** establishes and maintains the framework within which UNHCR makes optimal use of the financial resources at its disposal. It is also responsible for maintaining and improving the financial and management controls of the organization.

In 2011, the Division comprised the Office of the Controller, the Programme Budget Service, the Implementing Partnership Management Service, the Financial Control Section, the Treasury Section, the General Services Section and the IPSAS project team. The Controller and Director of the Division is based in Geneva, together with the Office of the Controller, the Programme Budget Service, the Treasury Section and the General Services Section. The Financial Control Section and the IPSAS project team are based in Budapest.

The **Office of the Controller** retained responsibility for the management of the Division, financial policy development and the Headquarters Committee on Contracts. The Office of the Controller includes a **Change Management Unit**. At the end of 2011, preparatory work commenced to strengthen the financial management capacity of the organization, including an internal review of financial management practices. UNHCR also engaged an external firm to assess the current state of financial management in UNHCR. Both reviews will be finalized in 2012. The initial findings pointed out to weaknesses both in the Field and at Headquarters. Subsequently, a strategy was developed to improve the financial management capacity of UNHCR, which is

being implemented from 2012 onwards and includes the creation of new finance and project control positions, capacity building, improved communication on financial policies and instructions, as well as better field support from Headquarters.

The Office of the Controller also includes a **Policy and Audit Coordination Unit**, which is the focal point for all audit matters in UNHCR. It liaises with UNHCR's internal and external auditors and interacts with other oversight bodies. The Unit followed up on UNHCR's responses to both external and internal audit recommendations and prepared reports to governing bodies on actions taken by UNHCR to address risks identified by the UN Board of Auditors.

The **Programme Budget Service (PBS)** is responsible for ensuring effective and efficient alignment of financial resources to the organization's objectives and plans. It monitors the resource needs and priorities 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 on budget formulation and resource allocation.

In 2011, PBS prepared reports to regulatory and governing bodies, as well as the proposed budget for the 2012-2013 biennium. It also continued to provide support and resources to the ongoing development of the planning tool, *Focus*, and contributed to the development of policies and procedures in preparation for the implementation of IPSAS.

In 2010, DFAM initiated a project to review UNHCR's management practices in respect of implementing partners. The findings of the review led to the creation of a new **Implementing Partnership Management Service** in 2011. The new Service coordinates initiatives and issues concerning the management, policies, procedures and accountability related to UNHCR's work with implementing partners. One of its main responsibilities is to lead the adoption of a risk-based approach to implementing partnership management.

The **Financial Control Section (FCS)** is responsible for the production of statutory and management financial information in UNHCR. This includes systems maintenance and support and data processing functions for budget and financial modules of MSRP. In 2011, FCS contributed to building financial management skills in field locations through support and training missions. It also improved financial management by developing financial procedures. It tracked compliance with the financial internal control framework by reviewing delegation of authority plans, and monitored payment activities and month-end reconciliation procedures. The Section played an essential role in the preparations for International Public Sector Accounting Standards (IPSAS) in UNHCR. It also strengthened implementing partner financial management.

The **IPSAS project team** seeks to ensure a smooth transition from the United Nations System Accounting Standards (UNSAS) to IPSAS. In 2011, considerable progress was made in preparing for the implementation of IPSAS as of January 2012. By the end of the year, IPSAS-compliant financial policies and procedures were finalized and the required system changes in MSRP were successfully implemented. The accounts were reconciled and validated. The team also facilitated physical verifications of Inventory and Property, Plant and Equipment to prepare opening balances under IPSAS. Training and other change management initiatives were conducted and will continue throughout the first

semester of 2013. Regular consultations were also held with the Board of Auditors.

The **Treasury Section** is responsible for managing, controlling and safeguarding the organization's cash flows globally. This includes managing high volumes of foreign exchange transactions in a US dollar-denominated environment. In the face of volatile financial markets, UNHCR effectively applied risk-management measures to ensure that foreign exchange exposure was minimized and cash and investments holdings safeguarded. In 2011, UNHCR realized foreign exchange gains from global foreign exchange dealings and obtained interest income returns from short-term investments. UNHCR is continuously improving its cash management processes by applying and implementing best practices in centralized treasury and risk management, as well as electronic banking solutions.

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 2011, GSS completed various security improvements in the premises, including a full refurbishment of the security control centre. It made improvements to the video surveillance network, access control devices, control of goods entering into Headquarters, and the accreditation system for visitors. GSS also improved the management of the Headquarters warehouse. It conducted a study on office space occupancy in order to identify alternative solutions to office space constraints at Headquarters. Finally, GSS continued to develop travel reforms in collaboration with internal counterparts and taking into account UN-wide travel reforms.

Internal audit services were provided by the UNHCR Audit Section of the **Internal Audit Division of the Office of Internal Oversight Services (OIOS)**. The budget was around USD 3.8 million covering 22 staff. In 2011, recruitment improved from the 2010 situation and only two posts were vacant at year end.

Audit activity was based on a risk-based plan developed in consultation with UNHCR Divisions, Bureaux and other internal and external oversight bodies. In 2011, eight audits were carried over from 2010 and 23 audits were initiated. Of these 31 audits, 30 were in the reporting stage at the end of the year. These audits comprised 22 field operations, six headquarters activities and three information communication and technology (ICT) activities.

The field audits were undertaken in four of the five Bureaux. The primary focus of the audits in 2011 was on financial management, project management, supply chain, and, safety and security. Key recurrent findings were in the areas of management of implementing partners (IPs), IP selection/retention, IP audit certification, IPSAS implementation, Property, Plant and Equipment and inventory, financial management, staff entitlements, medical evacuations, procurement-related activities and operation of the local contracts committees.

ICT audits identified the need to strengthen arrangements for services contracted to third parties and to ensure that adequate arrangements are in place for business continuity and disaster recovery planning for non-*PeopleSoft* applications. Headquarters audits identified a need to support decentralization through improving arrangements for

development and dissemination of policies and procedures. Some areas for improvement were noted in anti-fraud controls of registration, refugee status determination and resettlement and human resources management related to the personal administration, learning and training functions outposted to Budapest.

• *Division of Information Systems and Telecommunications*

There was further progress in 2011 in respect of reform and decentralization of the **Division of Information Systems and Telecommunications (DIST)**, designed to further strengthen ICT governance, align ICT with strategic priorities of the organization and improve services. An ICT Service Centre has been established in Amman, Jordan, a new hub has been established in Panama City and the existing hub in Kuala Lumpur has been further strengthened. The service centre and the two hubs will work closely with DIST sections located in Geneva and Budapest, as well as with managed service providers, to deliver coordinated services and support to operations around the world.

MSRP/*PeopleSoft* continues to be the organization's system of reference for all financial, supply chain, and human resources data and processes. Significant improvements during 2011 included further integration with *Focus* for Results-Based Management; organization-wide roll-out of Absence and Vacation in preparation for IPSAS launch of on-line external recruitment for all professional vacancies; and completion of IPSAS readiness in all financial and supply chain areas.

The Division made preparations for the introduction of managed services on applications support, maintenance and development through an external service provider towards the end of 2011.

A global baseline survey on ICT Services and Support in 2011 revealed concerns about the out-datedness of both software and the office applications and equipment. A comprehensive study of the current UNHCR ICT infrastructure, undertaken in March 2011, validated DIST's own internal assessment as well as the views expressed by staff in the survey. A roadmap for the organization containing recommendations and proposed solutions was prepared at the end of the study.

In response to the findings from the survey and the UNHCR ICT infrastructure study, the Division initiated the Connect & Collaborate programme – an initiative designed to upgrade the ageing ICT infrastructure including network and user equipment, the messaging system, desktop and network operating systems, as well as to introduce value-added services under the umbrella of Unified Communications and Collaboration (UCC). An ICT infrastructure lab was established at Headquarters to carry out the design, lab implementation and tests of solutions, simulating both headquarters and field locations. Towards the end of the year, DIST rolled out Office 2010 to all staff members in Geneva, Budapest and Brussels. The field roll-out is expected to start in January 2012.

UNHCR's corporate VSAT network continued to grow in 2011 both in terms of ground terminals as well as bandwidth. Eleven more offices have been connected through VSAT, which offers reliable and cost-effective connectivity solutions for both voice and data, particularly in remote locations. Increased bandwidth in over 90 field locations in 2011 has paved the way

for the implementation of fully managed IP telephony solutions, even in deep field locations like Chad. In order to reduce costs and rapidly respond to emergency needs, a junior Quick Deployment Kit, that uses a very small portable antenna dish but provides all connectivity services normally enjoyed in a field office, was successfully deployed to emergency operations in Côte d'Ivoire and Libya.

Assistant High Commissioner for Operations

In 2011, the Assistant High Commissioner for Operations (AHC-O) provided oversight and assisted with the mobilization of support for ongoing and new emergency operations across the regions. Most significant were the emergency responses in Côte d'Ivoire, Egypt, Ethiopia, Kenya (Dadaab), Liberia, Libya, South Sudan and Tunisia, which necessitated the deployment of central emergency capacities and technical support. AHC-O spearheaded initiatives to improve the deployment and use of staff, including at the leadership level, in emergency operations, as well as the development of new capacity for inter-agency coordination and information management. Efforts were intensified to provide operations with more systematic technical and programmatic support to increase the impact and quality of assistance delivery.

To manage staff security, an internal security steering committee was established under the leadership of the High Commissioner and the AHC-O to review the support needed by operations most at risk. Particular attention was given to security considerations in Afghanistan, Chad, Côte d'Ivoire, the Democratic Republic of the Congo, Ethiopia, Iraq, Kenya (Dadaab), Libya, Pakistan, Somalia, South Sudan, the Sudan and Yemen.

The further strengthening of UNHCR's partnerships with WFP, UNDP and UNICEF, and its engagement with the IASC on the Transformative Agenda, were other areas of focus. Through participation in the UNDG Advisory Group, efforts were made to strengthen partnerships with development agencies, address protracted and urban refugee situations to safeguard asylum space and improve the sustainability of solutions. During missions to Africa, the Balkans, the Middle East and South Asia, the AHC-O also further explored ways for UNHCR to develop the capacity of national and local NGO partners and expand partnerships with international NGOs and UN agencies.

• Division of Programme Support and Management

The **Division of Programme Support and Management (DPSM)** works to provide the knowledge, information and tools that field operations need to design, deliver and continuously improve programmes that demonstrate quality, technical integrity and innovation. In 2011, DPSM enhanced technical quality and capacity in several of UNHCR's operations by providing training, new operational approaches, tools, guidance and field support. This was achieved in close collaboration with partners. Particular attention was paid to assisting refugees in emergencies and urban areas, as well as to finding durable solutions. DPSM strengthened the use of a Results-Based Management (RBM) approach in UNHCR to ensure evidence-based and results-oriented programming with the emphasis on resource allocation based on needs.

DPSM's structure consists of two pillars, each overseen by a Deputy Director and responsible respectively, for programme

and data management through the **Programme and Analysis Support Section (PASS)** and **Field Information Coordination Support Section (FICSS)**; and technical support through the **Public Health and HIV Section (PHHIV)**, **Shelter and Settlement Section (SSS)** and **Operational Solutions Transition Support Section (OSTS)**.

PASS develops and coordinates strategic elements of programme management and provides guidance and direction on programme management. In 2011, the Focus project was integrated into PASS, in order to accommodate the transition from the development of Focus to its consolidation, with an emphasis on strengthening RBM. PASS also developed 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 2011, 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 registration software, and developed UNHCR's new Information Management Strategy for 2012-2014.

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 2011, 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. PHHIV also strengthened UNHCR's capacity to implement and monitor programmes in the areas of anaemia, WASH and nutrition.

UNHCR created the Shelter and Settlement Section (**SSS**) in 2011 to strengthen its 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 the Office's co-leadership of the Global Emergency Shelter Cluster. In 2011, UNHCR's shelter team undertook support missions, deployed technical experts and engaged in capacity-building of shelter staff. The Section also developed a new Strategic Framework for shelter to improve the access to adequate shelter in the field.

OSTS ensures strategy and policy development and support to field operations on livelihoods and self-reliance, environment, climate change adaptation, disaster risk reduction and solutions. In 2011, 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. 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.

○ Division of Emergency, Security and Supply

The **Division of Emergency, Security and Supply** (DESS) is composed of the **Emergency Capacity Management Service** (ECMS), the **Field Safety Section** (FSS), the **Supply Management Service** (SMS), and the **Resource Management Unit** within the Director's Office.

In 2011, DESS finalized the reform of its emergency preparedness and response capacity based on an organization-wide approach to emergency response. The reconfiguration of the Emergency Preparedness and Response Section into the new **ECMS** enabled the Service to focus on the developing new initiatives in emergency tools and technology, expanding strategic partnerships, strengthening contingency planning and updating policy.

In addition to being on standby for emergency deployment, each ECMS staff member is dedicated to one of the above-mentioned areas of focus. Furthermore, to strengthen corporate emergency management, three posts were embedded into the technical Divisions in Headquarters (protection in DIP; shelter in DPSM; and communication/information technology in DIST).

DESS coordinated the development of six guidance notes providing policy in key areas of emergency capacity, namely activation and internal emergency coordination processes, human resources and deployment, information management, inter-agency coordination, emergency appeals and financial procedures. The finalized documents were issued providing guidance in each of these areas.

The Regional Centre for Emergency Preparedness (**eCentre**) in Tokyo promotes emergency preparedness in the context of forced displacement caused by armed conflict, human rights violations, and natural disasters in Asia and the Pacific. In 2011, the eCentre worked with a wide network of partners in the region to conduct field-based training, organize relevant symposia and workshops, develop learning materials, provide technical support to States and NGO partners, and promote networks of emergency responders in Asia and the Pacific. The eCentre also organized regional consultations with eCentre alumni and partners from governments and civil society, with a view to further consolidating strategic alliances in the region and identifying areas for future support and collaboration.

In 2011, **SMS** made significant progress on implementing its three-year action plan designed to better enable the efficient, reliable and cost-effective delivery of high-quality relief items and services to persons of concern in emergency operations and protracted humanitarian crises.

A compliance pillar was added in 2011 to the three SMS pillars emerging from the 2009-2010 restructuring. The **Supply Operations Support Section** is responsible for the delivery of relief items, global stock management, warehousing, asset and fleet management, logistics coordination and field support. The **Supply Infrastructure Support Section** deals with sourcing and procurement, market research, the management of supplier relationships and framework agreements, and product quality control and development. The **Business Support Section** encompasses business process development, the management of systems and tools, policy development and capacity building, and developing communications strategies. The newly established fourth pillar, the **Compliance Unit**, has the goal of addressing the

compliance issues related to SMS activities as well as the introduction of new IPSAS accounting principles.

In 2011, UNHCR delivered a total volume of 25,826.66 cubic metres/6774.07 metric tons of relief items and equipment by air, sea and inland to field operations, including emergencies. As required by UNHCR's adoption of IPSAS, SMS ensured the requirements of supply related IPSAS rules and regulations were met before the end of the year, including Property, Plant and Equipment (PPE) and asset and inventory verification. SMS continues to work with field operations to enhance the Global Stock Management system, which will strengthen UNHCR's ability to forecast supply needs, the delivery of relief items, monitor gaps and the procurement of goods and services through longer-term agreements with suppliers.

FSS continued to reorient UNHCR toward an analytical "how to stay" approach in 2011. FSS provided advice and support in response to 279 incidents and deployed Field Safety Advisors (FSAs) to assist with emergency response operations and critical incident management in the Field. The expert structural engineering FSA also conducted missions to Afghanistan, Algeria, Kazakhstan, Kenya, Nigeria and Tunisia to ensure appropriate technical mitigation standards where new premises were being constructed or upgraded.

In 2011, FSS produced 25 analytical assessments and responded to numerous requests for information. FSS promulgated reporting formats, guidelines and thresholds for FSAs in field operations. In cooperation with DIP, FSS finalized the *Manual on Security for Persons of Concern*, providing guidance and best practices for field staff and partners on how to respond to recurring security threats against persons of concern.

Security training for staff in high risk operations remains a priority. The newly updated Framework for Accountability of UN Security Management System places emphasis on managers in security assessments and decision-making. FSS has trained over 500 managers to provide skill needed to implement the above-mentioned framework. The training of drivers, particularly focused on armoured vehicle and defensive driving, was another priority for FSS.

UNHCR continued to be actively engaged throughout 2011 in the development of policy through participation in the Inter-Agency Security Management Network (IASMN), its Steering Group and in various related working groups.

Due in part to the emerging crises in the Middle East, Africa and Asia, 10 new FSA posts were created, bringing the total to 59. Since 2010, when the Security Management Plan of Action was adopted, almost half of the FSS workforce has been newly recruited, including 14 FSAs in 2011, with profiles tailored to the needs of the organization.

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. Management responsibilities include membership of the Oversight Committee and the Learning Governance Board as well as the Senior Appointments Committee. The AHC-P also collaborates closely with the AHC-O, providing strategic direction for operations through

jointly chaired consultations. She is directly involved in the Annual Programme Review through the Troika review process.

Throughout 2011 the AHC-P exercised directional responsibilities for protection events organized as part of the Commemorations, including a year-long series of expert consultations and preparatory discussions aimed at: reinforcing the core principles and values 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 legal frameworks. The AHC-P also oversaw substantive organization of the culminating intergovernmental pledging meeting.

In the area of **protracted refugee situations** the AHC-P continued to work with the relevant Bureaux on strategies to unlock solutions, including through comprehensive arrangements incorporating declarations of cessation. She also closely followed the evolution of particular situations offering improved prospects for solutions for large numbers of persons of concerns, for example the situation in Myanmar.

The AHC-P remained the focal point on issues relating to **asylum and migration movements**. The Office of the AHC-P continued to work closely with States to respond to the needs of refugees and asylum-seekers travelling as part of mixed migration flows, and chaired a number of regional consultations including in the United Republic of Tanzania, and in Central Asia, where the consultations led to the Almaty Declaration and a resulting regional cooperation process. The AHC-P also attended the Fourth Bali Process Conference which endorsed the UNHCR-inspired Regional Cooperation Framework for the Asia-Pacific region and, subsequently, the setting up of an intergovernmental Regional Support Office, the first regional institutional structure in the Asia Pacific region to focus on refugee protection and international migration.

In 2011, particular emphasis was placed on refugee protection in the context of an international climate marked by the growth of transnational crime and terrorism. She worked closely with the Division of International Protection to set up structures and processes throughout the organization designed to professionalize UNHCR's handling of refugee status determination and resettlement and limit the possibilities for abuse. New partnerships were developed including in the area of protection information.

The AHC-P ensured that the results of the Age, Gender and Diversity Mainstreaming Accountability Framework annual review were presented to members of the Executive Committee, and discussed internally in a substantive manner, with a view to promoting best practices and addressing deficits. In the context of the Commemorations, the AHC-P's participation in the Regional Dialogues with Women and Girls was designed to help bring out their concerns, aspirations and expectations, ensuring that a participatory approach marked the anniversary events and enabled the voices of refugees and stateless persons to be heard. The AHC-P was also directly involved in the elaboration of a film on dialogues with refugee women for the opening of the intergovernmental meeting. In a related area, throughout 2011, the AHC-P worked with the Director of the Division of International Protection to ensure that the Strengthening Protection Capacity Initiative achieved the objective of increasing staff resources for the protection of women and girls in the Field.

Throughout the year, the AHC-P 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. Throughout 2011, she conducted twelve missions across Africa, the Americas, Asia, the Middle East and Europe. The objectives included: promoting UNHCR's 60th anniversary programme; strengthening cooperation with States and other partners on asylum/migration issues and the operationalization of the 10-Point Plan of Action, including through comprehensive regional approaches; reviewing protection issues in the context of UNHCR's urban refugee policy; and promoting evolution of the protection framework in selected areas, particularly those involving new displacement drivers.

• *The Division of International Protection*

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

The **Office of the Director** provides leadership to the Division in regard to legal and policy formulation and operational support interventions. In 2011, the Division also oversaw a Commemorations Unit, which was responsible for the overall coordination of activities. A series of expert meetings and consultations leading up to the intergovernmental meeting reviewed ways to respond to protection issues not adequately covered by existing frameworks, and ensured that Governments, non-governmental organizations, experts, refugees and stateless persons could contribute to the planned outcomes and have their voices heard. In addition, the Office of the Director led the coordination of protection responses to various major emergency situations while working closely with the Bureaux and field colleagues to provide hands-on operational protection guidance and support.

Pillar I of DIP is divided into the following units: Protection Policy and Legal Advice, Protection Information, Asylum and Migration, Human Rights, Statelessness, Refugee Status Determination, and Protection and National Security Unit.

The **Protection Policy and Legal Advice (PPLA)** Section's mission is to advance the rights and protection of persons of concern to UNHCR through engagement in the development and monitoring of international, regional and national law and standards. In 2011, PPLA provided advice and comments to national governments on draft national laws, to international bodies engaged in negotiating relevant international treaties, and intervened as a third party in 15 court interventions at international, regional and national levels. PPLA re-issued UNHCR's *Handbook on Procedures and Criteria for Determining Refugee Status* and the first eight Guidelines on International Protection; produced the 2011 Note on International Protection; and released guidelines on exemption procedures in the context of

cessation declarations as well as a note on the suspension of cessation declarations for those with acquired rights to family life, in light of the forthcoming cessation situations involving Angolan, Liberian and pre-1999 Rwandan refugees. Seven new research papers were published in the Legal and Protection Policy Research Series.

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. In the context of the 50th anniversary of the 1961 Convention on the Reduction of Statelessness, the Unit spearheaded efforts to raise awareness of the magnitude and impact of the problem globally and to catalyse responses by Governments and civil society. A global media campaign on statelessness led to publications of hundreds of media stories around the world. The Unit worked with regional Bureaux and field offices to organize a series of regional conferences and country roundtable discussions that encouraged action on statelessness. These included a regional conference on statelessness in southern Africa and a regional dialogue with women in the Middle East and North Africa who were affected by gender discrimination in nationality legislation. The year culminated with the intergovernmental meeting where a total of 61 States made pledges related to statelessness, including 33 pledges to take steps to accede to one or both Conventions.

In 2011, the **Protection Information Unit (PIU)** provided protection information to internal and external parties with the goal of supporting quality adjudication of international protection claims. PIU published country-specific policy guidance to assess the international protection needs of asylum-seekers from Eritrea. Background reports on particular countries of origin, as well as specific query responses on certain situations in countries of origin, were produced, at times in collaboration with external partners. Improvements were made to *Refworld* - now the most frequented UNHCR website - such as the inclusion of a new special feature on sexual orientation and gender identity, and the expansion of available case law in a number of different languages. PIU also provided training on country-of-origin information (COI) research and evidence assessment methodology, as well as utilization of the RSD Community of Practice and *Refworld*, to staff members, government counterparts and legal aid providers. Furthermore, PIU participated in various international fora pertaining to the collection and assessment of COI, in an effort to strengthen cooperation with different State COI Units and promote international standards on collecting, using and assessing COI in claims adjudications.

The principal objective of the **Asylum and Migration Unit**, is to assist States and other stakeholders to develop protection-sensitive, comprehensive and collaborative refugee protection and migration policies and practices. The Unit is developing legal and policy guidance as well as practical tools on issues relating to the interface between refugee protection and international migration. Following the adoption of the *Regional Cooperation Framework* at the Bali Process Ministerial Conference, the Unit has worked to help put this into operation and has also continued to play an active role in the Inter-Agency Coordination Group against Trafficking in Persons (ICAT), the Global Migration Group (GMG) and the Global Forum on Migration and Development (GFMD).

The Unit was involved in the organization of a regional conference in Central Asia on refugee protection and international migration, and released a compilation of practical examples on how UNHCR's 10-Point Plan of Action was being implemented in different regions. As part of the Commemorations, the Unit organized a number of expert meetings on cooperation and sharing of responsibilities within the international community. The Unit also continued to implement a joint project with IOM to improve cooperation on the identification and protection of victims of trafficking and strengthened collaboration with UNICEF, UNODC, OHCHR, the UN Special Rapporteur on Trafficking in Persons, and the European Union in this area.

The **Refugee Status Determination (RSD) Unit** seeks to enhance the protection provided through RSD by strengthening the quality, integrity and efficiency of procedures and decision making on RSD worldwide. To this end, the Unit oversees and evaluates UNHCR's RSD operations, monitors and analyses trends and issues, and supports and capacitates UNHCR operations and State systems by providing advice, training and support, including in emergencies.

In 2011, the Unit continued to coordinate and facilitate RSD trainings, including the RSD Learning Programme, which benefitted 90 UNHCR staff responsible for carrying out or supervising RSD and capacity building in national asylum systems. The Unit also supported field offices in developing and delivering RSD training for UNHCR staff, partners and government authorities.

In 2011, the **Human Rights Liaison Unit** promoted the strategic use of human rights standards as complementary protection tools by providing guidance and technical advice to colleagues at Headquarters and in the Field on how to prepare submissions and interventions before the UN human rights mechanisms, and how to integrate international human rights standards into UNHCR's operations. Cooperation with the diverse human rights mechanisms resulted in the adoption of specific concluding observations, recommendations, resolutions and reports, which were used as advocacy tools to enhance the protection of persons of concern to the Office. In the context of the Commemorations, UNHCR's strategic interaction with UN human rights mechanisms, in particular the Universal Periodic Review of the Human Rights Council, was important in promoting accession to the international refugee and statelessness instruments.

Pillar II of DIP includes Community Services, Child Protection, Gender Equality, Education, Protection Support and IDP and Protection Cluster Units.

In 2011, the **Child Protection Unit** spearheaded a consultative process which will result in a global *Framework for the Protection of Children* outlining UNHCR's strategic direction for protecting children and a consolidated platform for child protection programming. The process involved consultations with some 300 refugee children and adolescents in Nepal, India, Jordan and Kenya using new methodology for participatory assessments with children and adolescents. The publication of the *Field Handbook for the Implementation of UNHCR BID Guidelines* in 2011, with accompanying training materials, was a joint initiative with the International Rescue Committee. The Unit conducted a training-of-trainers workshop in Nairobi and has started to develop a BID e-learning course. The Unit participated actively in the Global Child Protection Working Group on the

development of child protection standards. The Unit deployed 12 child protection experts from the Save the Children stand-by roster and provided technical guidance on child protection programmes and complex individual cases. Together with the Statelessness Unit, the Unit worked to raise awareness about statelessness and the importance of birth registration, and formalized a partnership arrangement with PLAN International.

After the release of the updated multi-year and multi-sectoral SGBV strategy, the **Sexual and Gender-Based Violence (SGBV) Unit** initiated the roll-out of country-specific SGBV strategies, including a workshop to build capacity amongst staff and partners, and help staff to better articulate UNHCR's SGBV activities in country operation plans. This resulted in the development of eight country-specific SGBV strategies in Asia, Africa, the Americas and Europe.

UNHCR managed the Asia component of the inter-agency SGBV project, in collaboration with UNFPA and UNICEF. 40 capacity promoters were trained in the promotion of SGBV responses in Nepal, Afghanistan and Pakistan, and another 100 international and national UN, governmental and partner staff underwent training on preventive measures and response mechanisms for SGBV survivors. Through this project, SGBV standard operating procedures were developed in these three countries, and staff from eight NGOs in Nepal were introduced to the Gender-Based Violence Information Management System (GBVIMS).

In 2011, the **Gender Unit** was responsible for running the **Regional Dialogues with Women and Girls**: a series of global consultations with refugee and displaced women and girls. The Dialogues focused on 10 core protection areas: individual documentation; women in leadership; education; economic self-reliance; shelter; SGBV; other forms of violence; health; sanitary materials; and legal issues. Held in both urban and camp settings, the Dialogues took place in Colombia, Finland, India, Jordan, Thailand, Uganda and Zambia. More than 1,000 participants explained their protection problems, developed concrete solutions and presented the outcomes of their exchanges to UNHCR staff, partners, government officials and other relevant stakeholders. The project was documented in a book published at the end of the year: *Survivors, protectors, providers: refugee women speak out*. A video underlining some of the main findings was presented during the intergovernmental meeting in December.

In 2011, the **Community Services Unit** continued to develop guidance material to enhance delivery of UNHCR's Age, Gender and Diversity (AGD) approach. Two key documents were developed: *UNHCR Age, Gender and Diversity Policy: Working with People and Communities for Equality and Protection*, which sets out the central areas of commitment of the organization, and the evolving *2011-2016 AGDM Forward Plan*, which identifies specific areas for action from Headquarters. The *Need to Know* Guidance Series, continued with the completion of the first three booklets: working with persons with disabilities; lesbian, gay, bisexual, transgender and intersex (LGBTI) persons; and indigenous persons and ethnic minorities.

In 2011, the **Education Unit** conducted two regional training sessions on Basic Education with 51 UNHCR participants from 21 countries, to strengthen capacity in education programme planning. A facilitation guide was developed for workshop participants to conduct field trainings. An e-learning programme

on safe learning environments was widely disseminated, and two workshops were held for UNHCR and partners from 15 countries, supporting 56 participants to develop country action plans. A workshop on data management initiated the development of an education management information system and guidance on urban programming was developed and disseminated. A network of education focal points was created, and a communication and exchange system on education issues developed.

Substantial technical assistance was provided to over 15 field operations through strategy analysis and document support. Technical support was provided to help develop a joint UNHCR-UNICEF strategy for Dadaab, in collaboration with education partners. The Nairobi Regional Support Hub benefited from focused support on education over a six-month period, which assured competency training and technical assistance for country teams dealing with the education response for hundreds of thousands of children affected by the Somali and Sudan crises in 2011. Strengthened technical capacity and improved information management form the foundation for enabling these operations to make real progress with education, in the wake of 2011's sudden increase in the number of school-aged refugee children. The Unit organized a workshop on Strategic Human Resource Development, Social Entrepreneurship and Leadership at the Kenyatta University Conference Centre in Nairobi, Kenya with the support of former Albert Einstein German Refugee Initiative (DAFI) alumni. Sixty refugee students sponsored by the DAFI Programme, who are studying at universities in the region, participated in the event.

The IDP and Global Protection Cluster Units support UNHCR's engagement on behalf of internally displaced persons. The **Global Protection Cluster (GPC) Unit** serves as the "support cell" for UNHCR's role as lead agency for the Global Protection Cluster. In 2011, the unit led an exercise among GPC member organizations and field clusters to review the mission and objectives of the GPC and adopt a new three-year strategic framework. In 2011 the Unit also developed a training module on protection in natural disasters, which has been delivered to cluster members and national government and NGO partners at the country level. Completion of the Rapid Protection Assessment Toolkit, to be used by national clusters following the onset of an emergency, was another highlight of 2011.

The **IDP Unit** complements the work of the GPC Unit and focuses on policy guidance and support for field operations. In 2011, the Unit organized the first global field consultation on IDP protection, bringing together senior protection staff of all IDP operations to reflect on key challenges in the areas of protection of civilians, durable solutions, natural disasters and work with governments on laws and policies on internal displacement. Support for protection strategy development, assessment, advocacy, staffing and appeals was also provided for operations responding to the crises in West Africa, North Africa and the Horn of Africa.

In 2011, the **Protection Support Unit** assisted with the adoption and implementation of the High Commissioner's Protection Capacity Initiative of 2011, particularly in relation to protection staffing, and developed a second phase of staffing to be implemented in 2012. The Unit 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 of DIP is comprised of the Resettlement Service, the Comprehensive Solutions Unit and the Resource Management Unit.

The **Comprehensive Solutions Unit** (CSU) worked to strengthen issues related to voluntary repatriation and local integration, as well as to mainstream the concept of comprehensive solutions into country operation planning, particularly in protracted refugee situations. The Unit worked closely with Bureaux and Offices in the design and implementation of durable solutions strategies, including in situations where “ceased circumstances” cessation clauses for groups of refugees were declared and where there might be protection-sensitive migration opportunities. The Unit deployed six durable solutions officers to urban and regional operations in Africa, Asia, Europe and the Americas. CSU staff additionally participated in the real-time evaluation of UNHCR’s response to the Ivorian emergency, as part of efforts to enhance emergency capacity.

During 2011, the protection value of resettlement received increased attention and visibility at the time of the Libya crisis. The **Resettlement Service** initiated discussions with partners on the possible establishment of a pool of resettlement places to

address future emergencies. The Service enhanced the management of Emergency Transit Facilities as a response to increasingly diversified transfer needs. It continued to advocate for enhanced capacity to increase resettlement by providing support to emerging resettlement countries, and improved collaboration from the identification stage through processing and departure on to reception and integration.

The Resettlement Service issued a revised Resettlement Handbook, reflecting operational developments and addressing gaps in resettlement policy and procedural guidance. The Service also delivered continuous training including the Resettlement Learning Programme and a first module for an e-learning programme. It issued operational guidance notes on a number of challenging processing issues, as well as a revised baseline Standard Operating Procedures. To strengthen the integrity of resettlement processing, the Service drew up a plan of action to implement the OIOS anti-fraud audit recommendations on anti-fraud prevention and control in the resettlement process.

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