OPERATIONAL SUPPORT AND MANAGEMENT

EXECUTIVE DIRECTION AND MANAGEMENT (EDM)

High Commissioner
Executive Office of the HC
Chef de Cabinet

Deputy High Commissioner

Organizational Development and Management Service (ODMS)

Legal Affairs Service (LAS)

Ombudsman's Office

UNHCR Innovation

Enterprise Risk Management Unit

Management Unit of the Global Service Centre in Budapest

Division of External Relations (DER)
Division of Financial and Administrative Management (DFAM)
Division of Human Resources Management (DHRM)
Division of Information Systems and Telecommunications (DIST)

Inspector General Office (IGO)
Inspection Service
Investigation Service

Policy Development and Evaluation Service (PDES)

Ethics Office

Liaison Office New York

Assistant High Commissioner (Protection)

Assistant High Commissioner (Operations)

Division of International Protection (DIP)

Bureaux for Africa, Americas, Asia and Pacific, Europe, Middle East and North Africa

Division of Emergency, Security and Supply (DESS)
Division of Programme Support and Management (DPSM)

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. In 2013, the Executive Office comprised 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, in 2013 the DHC set in process the adoption of an Enterprise Risk Management framework and other accountability mechanisms. At the request of the High Commissioner, the DHC also 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 Ombudsperson.

The role of the **Assistant High Commissioner for Protection (AHC-P)** is to oversee 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 function of the AHC-P oversees the activities of the Division of International Protection (DIP); interacts with the Policy Development and Evaluation Service (PDES) on protection policy issues; and collaborates closely with the Assistant High Commissioner for Operations (AHC-O), providing strategic direction for operations through jointly

chaired consultations. This position remained vacant at the end of the year, following the retirement of the incumbent at the end of April 2013.

The **Assistant High Commissioner for Operations (AHC-O)** oversees all UNHCR operations in the field, as well as the Headquarters divisions that provide operational support in programming, emergencies, security, and supply management. The AHC-O also continues to lead the overall coordination of UNHCR's response to the Syria Situation and leadership of the Syria Senior Management Team.

In 2013, particular attention was paid to sustaining a robust response to the numerous emergencies in the Middle East, Africa, and Asia, including the Central African Republic and South Sudan emergencies, ensuring that lessons learned from these experiences improve the Office's ability to engage strategically and systematically in future emergency responses. The AHC-O also leads efforts on solutions, and in 2013 a Solutions Steering Group was established and mandated to take a fresh look at UNHCR's approach to solutions globally, and to provide technical support and advice on resource allocation for projects which are most likely to yield results in moving a particular refugee group towards solutions.

Partnerships remain at the core of the AHC-O's agenda. In 2013, the AHC-O pursued efforts to build the delivery and management capacity of national and local NGOs through a Headquarters-led initiative with NGOs from Asia, Africa, and the Middle East, and to support country operations' efforts to work closely with national partners. The AHC-O spearheaded efforts to develop and update strategic partnership agreements with a number of key NGOs, and continued the practice of joint missions with counterparts from WFP and UNICEF. The AHC-O oversaw UNHCR's work related to the Transformative Agenda, including efforts to ensure refugee coordination within the larger inter-agency humanitarian framework. This role also involved extensive internal and external consultations on development of a refugee coordination model which accounts for UNHCR's responsibility and accountability for refugees, while allowing a flexible and pragmatic approach to avoid duplication in mixed situations of refugees and IDPs.

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.

Throughout 2013, the IGO continued to coordinate efforts to bring the internal audit function in-house and to establish an integrated oversight office. Plans to merge the inspection and internal audit functions were initiated in collaboration with oversight entities in other United Nations agencies.

As recommended by the Board of Auditors, a comprehensive peer review of the investigation function was carried out by the European Anti-Fraud Office (OLAF). The final report of this review is expected in the first quarter of 2014.

The IGO placed emphasis not only on capacity building for its own staff and UNHCR staff at large, but also for its partners. Two workshops on UNHCR-NGO coordination on investigations were organized: one in Geneva attended by nine principal NGO partners, and one in Islamabad attended by selected NGOs from Pakistan and Afghanistan. An advanced investigation learning programme and an advanced inspection training workshop were also held for investigation and inspection staff respectively, and other senior colleagues who could be called upon to assist the IGO with investigations or inspections. Finally, an on-line e-learning course on the role of inspections within UNHCR's oversight functions was launched.

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.96/1127 and Corr.1)* for developments and activities up to 30 June 2013.

In 2013, the **Policy Development and Evaluation Service (PDES)** maintained its programme of policy development, evaluation, research, and publications. It focused on those policy, programmes, practices and partnerships that are of particular strategic importance to the organization. It maintained its practice of ensuring that all evaluation and policy analysis reports are placed in the public domain. PDES has traditionally been located in the High Commissioner's Executive Office. A detailed account of the work of PDES is made available annually to UNHCR's Executive Committee (see *Report on Policy Development and Evaluation (A/AC.96/1128)*.

Some highlights in 2013 included: the Real Time Evaluation of UNHCR's response to the refugee emergency in Lebanon, Jordan and northern Iraq; a review of UNHCR's role in refugee status determination procedures; a review of mental health and psycho-social support services for people of concern to UNHCR; a review of the implementation of UNHCR's urban refugee policy in India (Delhi); and the completion of a synthesis report on the joint UNHCR-WFP impact evaluations of the contribution of food assistance to durable solutions in protracted refugee situations. In March 2013, the Office of Internal Oversight Services (OIOS) completed a peer review of UNHCR's evaluation capacity. The ensuing report contained a number of recommendations aimed at aligning UNHCR's evaluation function more closely with the norms promoted by the United Nations Evaluation Group. These are being followed up by PDES.

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** assists the High Commissioner in ensuring that all staff perform their functions in accordance with the highest standards of integrity, uphold the Charter of the United Nations and the UNHCR Code of Conduct, and comply with the organization's rules and regulations. In 2013, the Ethics Office continued to promote and sustain an ethical organizational culture based on accountability, transparency and respect in order to enhance the effectiveness and credibility of UNHCR.

It is responsible for setting and developing ethical standards, in collaboration with the Ethics Panel of the United Nations under the chairmanship of the UN Ethics Office, and for promoting and disseminating ethics-related policies. The Ethics Office provides confidential guidance to individual staff members on ethical issues and dilemmas. It coordinates and provides support in the periodic delivery of refresher courses on Code of Conduct for all UNHCR staff worldwide. It manages the Financial Disclosure Programme, oversees the implementation of 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, and coordinates the implementation of the Secretary-General's policy on Protection from Sexual Exploitation and Abuse (PSEA) in accordance with the High Commissioner's instructions, and within the IASC framework where the Community-Based Complaints Mechanism is being implemented (the Democratic Republic of the Congo and Ethiopia are pilot countries).

Throughout 2013, the **Organizational Development and Management Service (ODMS)** maintained a strategic overview of UNHCR's system of management and organizational design.

In cooperation with concerned Divisions, ODMS pursued further efforts aimed at the simplification and refinement of processes and procedures in UNHCR begun in 2012; new progress was achieved in 2013 on issues such as the fast-track posting process and the self-booking tool for official travels.

Fifteen operations were in need of structural and staffing reviews, including UNHCR Regional Offices in Panama, South Africa and the Democratic Republic of the Congo. In collaboration with the concerned Bureaux and Divisions, ODMS undertook structural and staffing reviews of these operations, with a view to optimizing efficiency through rationalization of office structures. The recommendations of the stocktaking exercise on regionalization, completed at the end of 2012, informed these reviews. ODMS also provided advice and guidance on the various structures put in place linked to UNHCR's interventions and monitoring of the Syria situation.

ODMS coordinated the implementation of four new projects under 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 2013, the four projects implemented were: Development of a Strategy for UNHCR Archives in the Field (DER), Analysis of the DIP Protection Deployment Scheme (DIP), Independent Review of ICT/DIST (DIST/ODMS), and Appraisal of Options for the Provision of Internal Audit Services for UNHCR (IGO).

In 2013, ODMS was very much engaged in directly implementing two audit recommendations. The hand-over checklist/procedures for incoming representatives was officially approved by the Internal Compliance and Accountability Committee and announced by the AHC-O in July 2013. The management of policy and other guidance material at UNHCR was finalized and approved by the High Commissioner as a new policy in December 2013.

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 UNHCR'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 potential financial and other loss through legal risk analysis, and protects the interests of the organization in internal administration of justice proceedings. In addition, LAS contributes to ensuring that UNHCR's activities are carried out in accordance with its internal regulatory framework and relevant law.
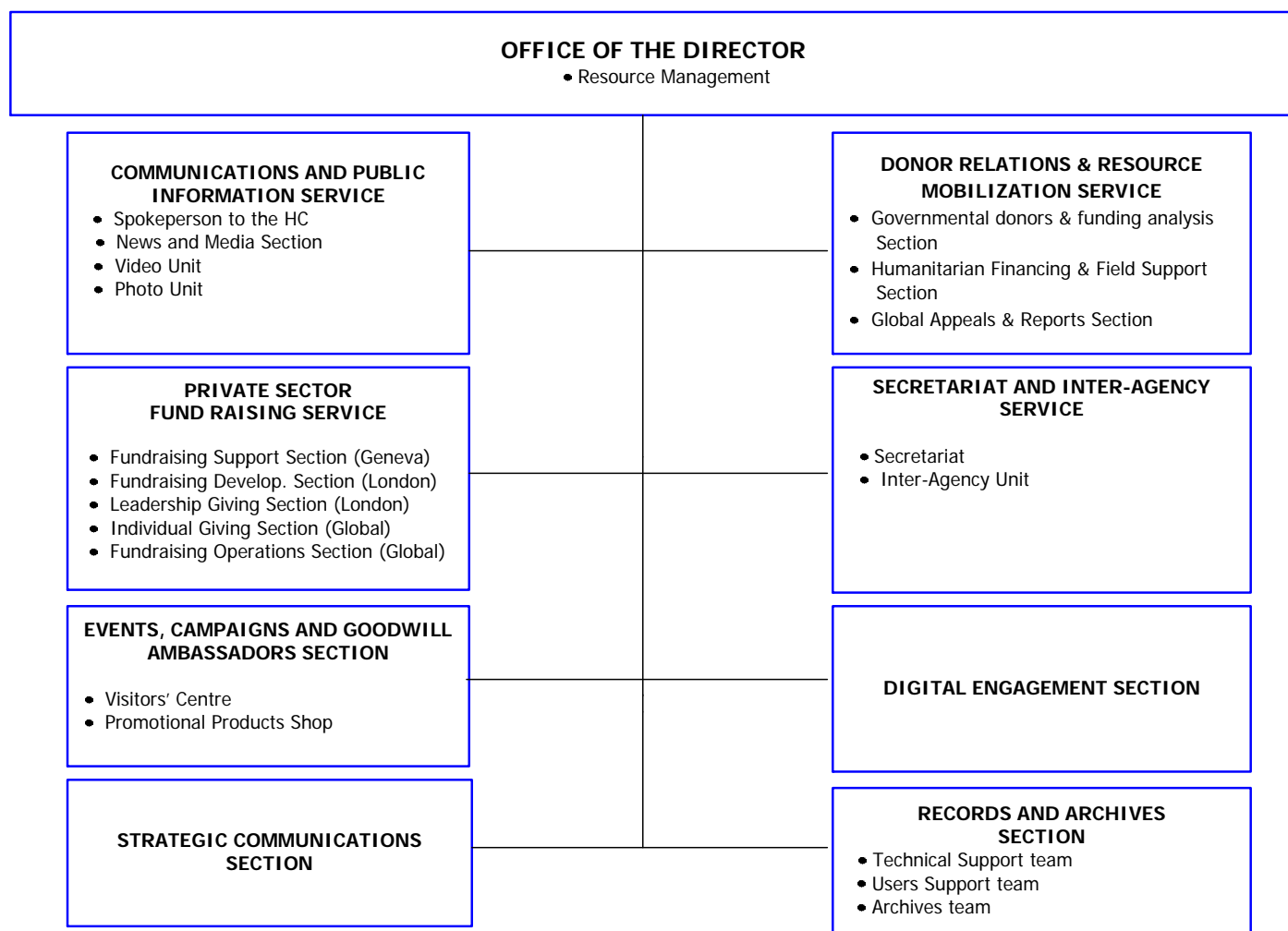
The role of the **Ombudsman's Office** is to provide a confidential, impartial and independent service for the informal resolution of work-related problems and conflicts. The office offers an informal alternative to formal complaint-handling systems within UNHCR,

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 on 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 (DER)

OFFICE OF THE DIRECTOR
- Resource Management

COMMUNICATIONS AND PUBLIC INFORMATION SERVICE
- Spokeperson to the HC
- News and Media Section
- Video Unit
- Photo Unit

DONOR RELATIONS & RESOURCE MOBILIZATION SERVICE
- Governmental donors & funding analysis Section
- Humanitarian Financing & Field Support Section
- Global Appeals & Reports Section

PRIVATE SECTOR FUND RAISING SERVICE
- Fundraising Support Section (Geneva)
- Fundraising Develop. Section (London)
- Leadership Giving Section (London)
- Individual Giving Section (Global)
- Fundraising Operations Section (Global)

SECRETARIAT AND INTER-AGENCY SERVICE
- Secretariat
- Inter-Agency Unit

EVENTS, CAMPAIGNS AND GOODWILL AMBASSADORS SECTION
- Visitors' Centre
- Promotional Products Shop

DIGITAL ENGAGEMENT SECTION

STRATEGIC COMMUNICATIONS SECTION

RECORDS AND ARCHIVES SECTION
- Technical Support team
- Users Support team
- Archives team

In 2013, the **Division of External Relations (DER)** continued to enhance UNHCR's resource mobilization capacity, raising a record level of contributions and laying a sustainable foundation for continuously increasing contributions from the private sector and expanding partnerships with governmental donors. DER has furthermore strengthened UNHCR's advocacy, awareness-raising and communications activities, including through a new digital engagement strategy aiming at people engaging in the Office's work and a dedicated communications strategy for the Syria crises. DER also supported the Office's governing bodies and managed strategic relations with various partners from the private sector, NGOs and the UN family. In close consultation with key strategic partners, DER co-led a process which culminated in the spelling out of the Refugee Coordination Model and the building of an effective coordination interface between refugees and the broader humanitarian coordination structures in mixed situations.

The **Communications and Public Information Service (CPIS)** is in charge of multimedia content production, and relations with global media, including reputation management, political and fundraising messaging and support, and advocacy. CPIS generates media and multimedia campaigns; it manages the day-to-day online and news activities of the organization, including interview requests, press conferences, press briefings, statements, briefing notes, releases, fact sheets, social media, news and features stories; it supports the press activities of the High Commissioner, the Goodwill Ambassadors and the Special Envoy; and it undertakes global media placement and roll-out for all UNHCR's major campaigns, including through support for DER's Campaigns and Events unit and Private Sector

Fundraising. In addition, it provides coordination, communications advice and other support to field-based external relations and public information staff.

The major outputs of 2013 included a series of multimedia campaigns in support of the Syria crisis, including the 1 million Syrian Refugees and Child Refugees campaigns, the Global Trends Release, and support for each of the year's major public events, including World Refugee Day, the Nansen Award, the Executive Committee's annual plenary Session and the High Commissioner's Dialogue.

Throughout the year the Service assured very high levels of public visibility for UNHCR, its work, and the refugee cause in mainstream media, through the regular Palais des Nations media humanitarian briefings, and on UNHCR's own online channels including its global websites, plus YouTube, Flickr, Twitter, and Facebook. These included extensive news coverage relating to each of the major humanitarian emergencies, strong advocacy pushes on issues including protection at sea, and media support for periodic statistical reports including asylum levels in industrialized countries and global forced displacement. All of this work resulted in extensive global media coverage, plus political and funding support for the work of the Office.

CPIS has continued to expand UNHCR's capacity for engagement with members of the public and media via social media. The audience size across Twitter, Facebook, YouTube, and Flickr is well in excess of 2 million followers - complementing the record 35,451,533 visitors to the global French and English language websites in 2013.

The **Digital Engagement Section** was created in 2013 to develop UNHCR's digital engagement strategy and provide greater digital support to the Office's external relations functions. The team works to increase overall digital engagement with online communities and audiences and ensures that timely and relevant digital communications are in place. The overall goal is to generate greater awareness and engagement through digital content and campaigns, building a strong voice for UNHCR on digital platforms.

The **Strategic Communications Section** was established in mid-2013 to develop an integrated global strategic communications framework for the organization. Subsequent roll-out in 2014 and future years will aim to align and coordinate communication on core advocacy issues and ensure coherent strategies across the organization.

In 2013, the **Events, Campaigns and Goodwill Ambassador Section** succeeded in bringing greater media attention to UNHCR through coordinated campaigns and events, using the World Refugee Day (WRD) campaign as a key moment to put the issue of forced displacement on the public agenda. The WRD '1 family' campaign brought UNHCR greater engagement and global visibility than ever before. The process of elevating the status of UNHCR's Nansen Refugee Award continued in 2013 and the September ceremony succeeded in securing global coverage of the laureate, UNHCR and this prestigious award.

The Goodwill Ambassador programme has gone from strength to strength, attracting new supporters, and signing on four new Goodwill Ambassadors in 2013. High-profile supporters reinforce and amplify UNHCR's messages connected to events and campaigns as well as to key funding appeals, and media campaigns for emergency operations. Planning for the launch of a ten-year campaign to eradicate statelessness was underway by year-end.

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 and challenges and information on other issues which might affect their 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 2012*, the *Global Appeal 2014-2015*, and seven supplementary appeals. In 2013, DRRM also continued to develop its online operational reporting platform, *Global Focus*, displaying information on over 20 UNHCR operations. Towards the end of 2013, preparations began to redesign and rebuild the current web portal in order to present a more extensive website, with information relevant for UNHCR's key partners on up to 40 operations, by the beginning of 2015.

In addition, the Service prepared special funding submissions and reports for individual donors, and coordinated UNHCR's submissions for multi-agency appeals. 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 191 million was raised in 2013 from individuals, corporations and foundations globally. The street fundraising 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 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 through digital channels, to reach large audiences and seek support for the organization's humanitarian work.
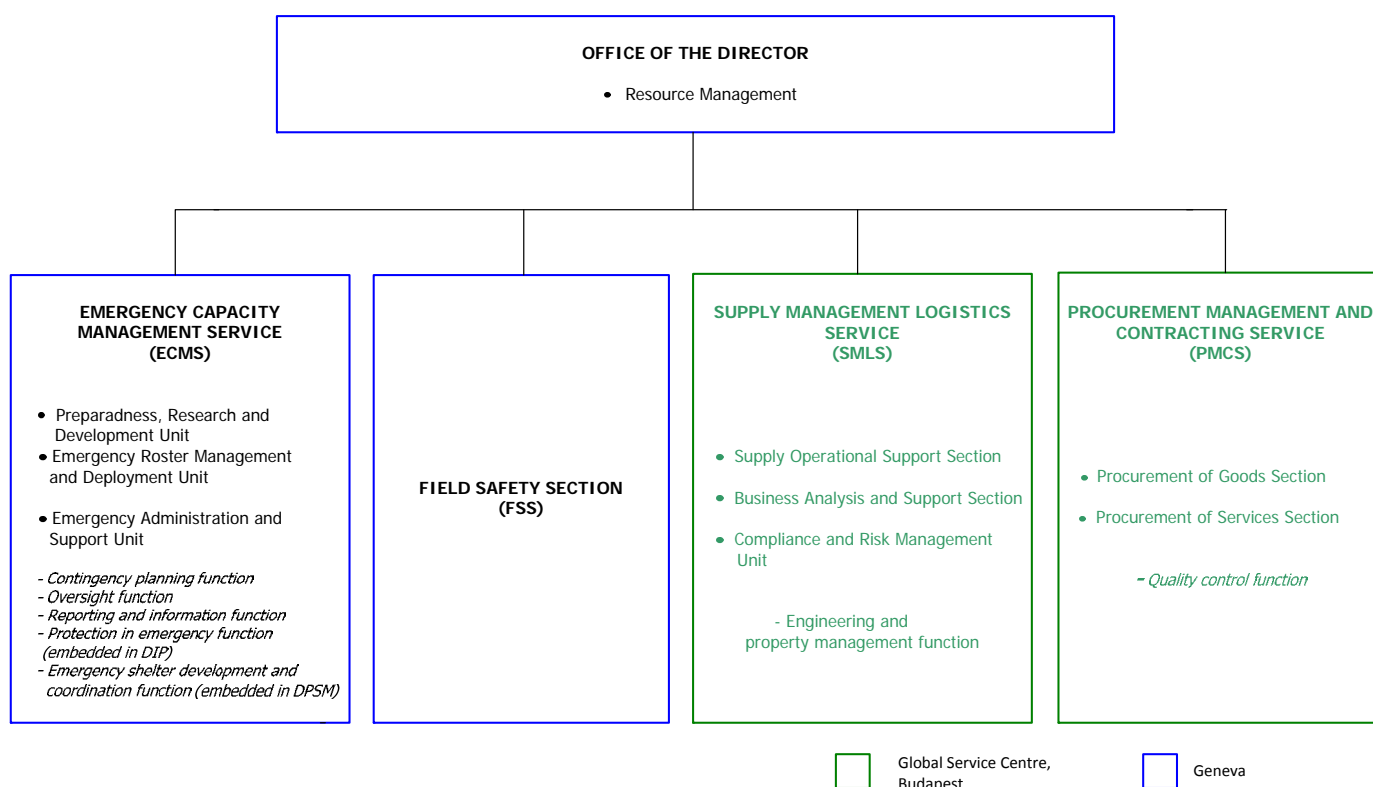
The **Records and Archives Section (RAS)** is responsible for managing, preserving and securing access to the Office's current and historical records. In 2013, RAS worked on implementing e-record keeping solutions in field offices with the objective to enhance the Office's accountability, knowledge transfer, efficiency, and preservation of institutional memory. As part of the business continuity plan, RAS implemented the electronic document and records management platform (e-SAFE) in Afghanistan. RAS started to reorganize the space in the repository of physical files at Headquarters premises with the objective of improving security for historical files. An archival description database was purchased to facilitate on-line access for researchers to the open archives (UNHCR's archives are disclosed for public research after 20 years). UNHCR signed an MOU with International Tracing Services (Germany) to produce an inventory of UNHCR's refugee victims' compensation files.

The **Secretariat and Inter-Agency Service (SIAS)** supported the work of UNHCR's Executive Committee and acted as the focal point for the Office's relations with member States on issues of governance. It also facilitated UNHCR's relations across the United Nations system and with other international and intergovernmental organizations and NGOs. The Head of the Service served as Secretary of the Executive Committee and was supported by the Secretariat and the Inter-Agency Unit.

In 2013, the Service provided conference services for all meetings of the Executive Committee as well as for the High Commissioner's Dialogue on Protection Challenges, this year on the protection of internally displaced people. 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.

DIVISION OF EMERGENCY, SECURITY AND SUPPLY (DESS)

OFFICE OF THE DIRECTOR

- Resource Management

EMERGENCY CAPACITY MANAGEMENT SERVICE (ECMS)

- Preparadness, Research and Development Unit
- Emergency Roster Management and Deployment Unit
- Emergency Administration and Support Unit

- *Contingency planning function*
- *Oversight function*
- *Reporting and information function*
- *Protection in emergency function (embedded in DIP)*
- *Emergency shelter development and coordination function (embedded in DPSM)*

FIELD SAFETY SECTION (FSS)

SUPPLY MANAGEMENT LOGISTICS SERVICE (SMLS)

- Supply Operational Support Section
- Business Analysis and Support Section
- Compliance and Risk Management Unit

- *Engineering and property management function*

PROCUREMENT MANAGEMENT AND CONTRACTING SERVICE (PMCS)

- Procurement of Goods Section
- Procurement of Services Section

- *Quality control function*

☐ Global Service Centre, Budapest ☐ Geneva

The **Division of Emergency, Security and Supply (DESS)** is the central support mechanism for emergency preparedness and response within UNHCR, consisting of four areas: emergency capacity management, field safety, supply and logistics, and procurement and contracting. The goal of DESS is to support protection of persons of concern through the optimal delivery of assistance in emergencies and ongoing programmes and effective emergency management.

The **Emergency Capacity Management Service (ECMS)** provides support to emergency operations through the development of policies, guidance and tools, and emergency missions. Key services include the management of internal and external standby capacity through the Senior Corporate Emergency Roster, the Emergency Response Team as well as partners' standby capacity; and the development of emergency partnerships, preparedness and contingency planning, capacity building, research and development. Key achievements of ECMS in 2013 include: support for 43 country operations through 464 emergency deployments (156 UNHCR staff and 308 partner staff); implementation of two L-3 system-wide emergencies in the Philippines and in the Central African Republic; training of 120 participants from UNHCR and standby partners in three Workshops on Emergency Management (WEM).

Many of UNHCR's emergency operations take place in environments where the organization is exposed to various kinds of risk. The mission of UNHCR's **Field Safety Section (FSS)** is to strengthen a culture of security based on sound risk management, allowing the organization to stay and deliver critical programmes in high risk contexts. Based on the Plan of Action 2013-2015, the main areas of focus in 2013 were to continue to provide support and analysis to field operations; strengthen UNHCR's security workforce through recruitment of a suitable staff and professional training; assure Headquarters oversight of security measures; maintain constructive engagement in inter-agency security management forums; and continue to build staff capacity, with a particular focus on senior managers, field safety advisors, and those staff members who are exposed to risks. Key achievements of FSS in 2013 include: provision of critical security advice and support for all emergencies and sustained security situations that arose during the year; response to and provision of advice for over 180 security incidents worldwide; recruitment of nine new field security advisors (FSAs); the fielding of over 40 short-term deployments to meet emergent needs; and the training of the entire FSA workforce in mitigating measures, communication skills and on security of persons of concern.

The **Regional Centre for Emergency Preparedness (eCentre)** forms part of DESS and is based in Tokyo, Japan. This regional project works with emergency management stakeholders from government, civil society and UN agencies throughout Asia and the Pacific to promote inter-agency preparedness in the context of humanitarian emergencies. The eCentre conducts innovative field exercises and capacity-building activities; organizes events to facilitate structured information exchange; and provides tailored training and technical support to operations in the field. It also promotes strategic and operational partnerships, drawing upon its network of alumni in the region.

In 2013, the eCentre: catalysed and helped facilitate regional contingency planning in the context of the Afghanistan Situation; launched the Asia-Pacific Emergency Management (APEM) Platform, an inter-agency forum comprised of 40 key government and NGO partners from the Asia-Pacific region; and conducted several inter-agency field exercises that focused on emergency management and operating in complex security environments, which targeted key government and NGO partners of UNHCR in Asia and the Pacific.

The **Supply Management Logistics Service (SMLS)** ensures timely and efficient delivery of relief items to people of concern, both during emergencies and in ongoing operations. Its strategic document for 2012-2015, *Supply Chain 2015*, highlights three main areas of focus for organizational effectiveness: reliable delivery; strengthened emergency response; and enhanced supply workforce management. UNHCR maintains a network of seven strategically located global stockpiles in Accra, Amman, Copenhagen, Douala, Dubai, Isaka and Nairobi which ensure the establishment of sustainable and cost-efficient pipelines for core relief items and shelter materials.
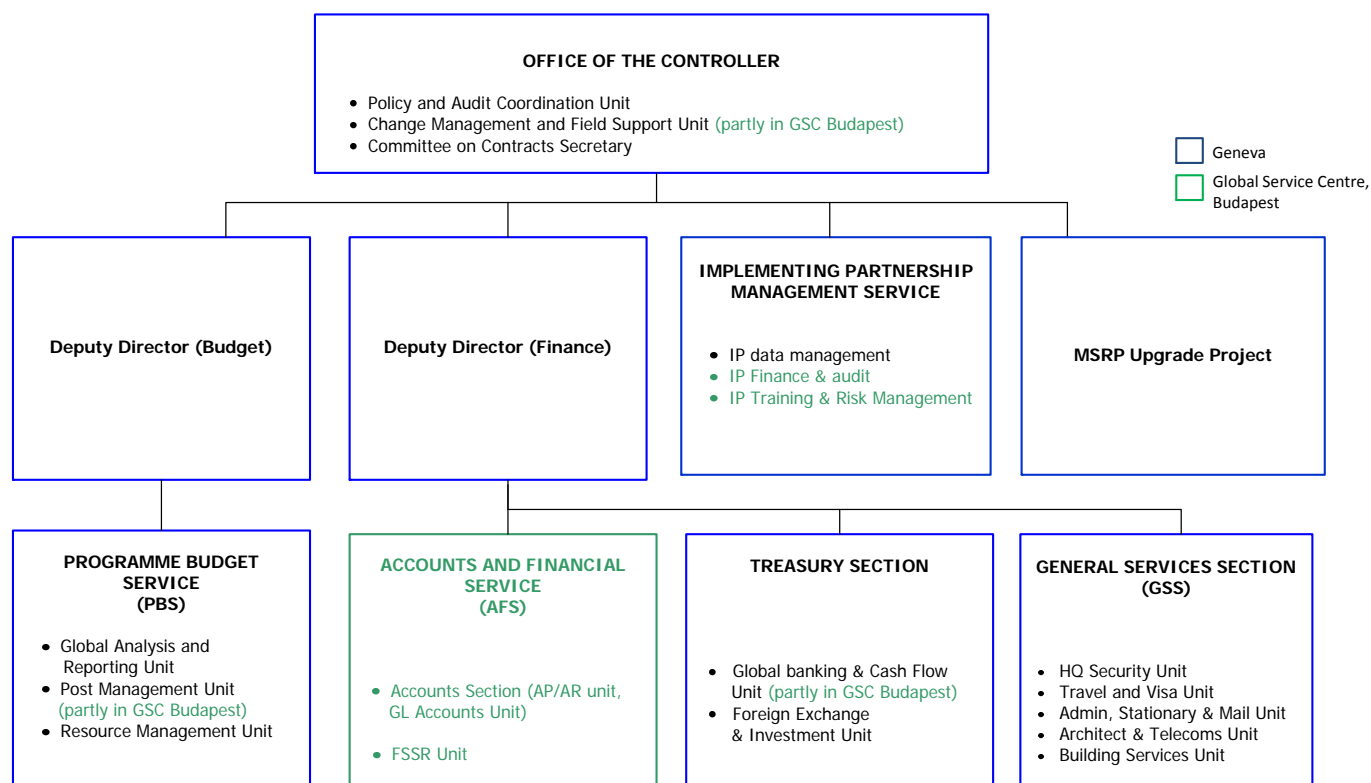
Within SMLS, the **Emergency Coordination Unit (ECU)** arranges for the swift delivery of humanitarian supplies at the onset of an emergency. During an emergency, the ECU ensures that the organization is able to provide the initial consignment of core relief items for more than half a million people of concern – by road, sea and air – within 72 hours. In order to prepare for new emergencies, the ECU assists country operations in planning, preparing and pre-positioning emergency supplies, in close cooperation with the Regional

Bureaux and the Emergency Capacity Management Service. The ECU maintains a roster of qualified supply staff for emergency deployment, as well as an overview of capable and reliable local, regional and global freight forwarders to ensure a coherent and effective response during an emergency.

Key achievements of SMLS and ECU in 2013 include: response to simultaneous emergencies with 128 shipments (including 53 airlifts) to the Central African Republic, the Philippines, South Sudan, and Syria, involving core relief items valued at over USD 100 million to assist more than 4 million people; enhancement of internal controls on inventories worldwide, with Board of Auditors' recognition of progress achieved; and preparation of the launch of the Global Fleet Management in January 2014.

The **Procurement Management and Contracting Service (PMCS)** was established in March 2013 with the objective of enhancing global procurement and providing advice to field offices on the procurement process. The Service is responsible for services and good procurement, vendor performance and quality control. It conducts product market research, sourcing, forecasting, supplier contracts, and manages the supply catalogue and global frame agreements. PMCS has a strong focus on field support, involving guidance and training and procurement process improvement. It represents UNHCR in UN forums on procurement issues. Key achievements of PMCS in 2013 include: the volume of goods and services supplied globally increased by 54 per cent in 2013 to USD 878 million; exceptional procedures for procurement under emergencies were put in place; procurement staff were trained in 14 country operations.

DIVISION OF FINANCIAL AND ADMINISTRATIVE MANAGEMENT (DFAM)

OFFICE OF THE CONTROLLER

- Policy and Audit Coordination Unit
- Change Management and Field Support Unit (partly in GSC Budapest)
- Committee on Contracts Secretary

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☐ Global Service Centre, Budapest

Deputy Director (Budget)

Deputy Director (Finance)

IMPLEMENTING PARTNERSHIP MANAGEMENT SERVICE

- IP data management
- IP Finance & audit
- IP Training & Risk Management

MSRP Upgrade Project

PROGRAMME BUDGET SERVICE (PBS)

- Global Analysis and Reporting Unit
- Post Management Unit (partly in GSC Budapest)
- Resource Management Unit

ACCOUNTS AND FINANCIAL SERVICE (AFS)

- Accounts Section (AP/AR unit, GL Accounts Unit)
- FSSR Unit

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

The **Division of Financial and Administrative Management** (**DFAM**) establishes and maintains the framework within which UNHCR makes optimal use of the financial resources at its disposal. It is responsible for issuing UNHCR's budget proposals to the Executive Committee and for submitting the annual statement of accounts to the United Nations Board of Auditors. The Division is responsible for maintaining and improving the financial and management controls of UNHCR.

The **Office of the Controller** is responsible for financial policy development. To achieve DFAM's various objectives, the Controller directs the work of the Services, Sections and Units of the Division as presented in the organizational chart above.

The **Change Management and Field Support Unit** supports field operations and headquarters divisions by analysing the impact of changes in financial, budgetary and administrative policies, procedures and processes. In 2013, the Unit supported the implementation of corporate change initiatives, such as IPSAS and the strengthening of financial management capacity. It continued to implement the new policy for functional clearance for recruitment of administrative, finance and project control officers. To further build on staff capacity, the Unit developed and conducted training on financial and administrative subjects. The Unit also provides support for the management of field operations in the establishment of administrative and financial systems and processes, the implementation of recommendations from oversight bodies as well as on-the-ground capacity building for staff in the field.

The **Policy and Audit Coordination Unit** is the focal point in UNHCR for all audit matters, interacting with both the internal (OIOS) and external auditors (United Nations Board of Auditors), as well as with the Inspector General's Office. In 2013, the Unit reviewed audit findings, coordinated the organization's responses to audit reports and prepared overviews of key audit observations and trends. It also provided expert advice and support on audit-related matters. In 2013, verifications by some donors such as the European Union and the United Kingdom's DFID were supported. Furthermore, the Unit provided secretariat support for the Independent Audit and Oversight Committee (IAOC).

In 2013, the IAOC held three sessions at UNHCR Headquarters, during which it discussed and made observations on various issues relating to oversight, including internal audit, external audit, inspection and investigation, evaluation, internal control, and enterprise risk management. It met with relevant senior managers during its sessions, and gave an oral debriefing to the High Commissioner and/or the Deputy High Commissioner at the conclusion of each session. Since October 2013, in order to facilitate follow-up to its recommendations, the IAOC has also shared written observations and findings with senior management for each session. The Chairperson of the IAOC provided an informal briefing to ExCom member States in March 2013, and the Committee's first annual report was presented to the Standing Committee in September 2013.

The **Programme Budget Service (PBS)** is responsible for formulating the organization's budget. The Service monitors the resource needs of UNHCR's operations, providing guidance and advice on the most efficient use of resources. It is responsible for the development of policies, guidelines and mechanisms for budget management processes, as well as related monitoring and control in support of a sound budgetary management system. In 2013, the Division continued to provide technical support, advice and guidance at both executive and managerial levels on budget formulation and resource allocation. It prepared the proposed budget for the 2014-2015 biennium and reported to regulatory and governing bodies.

The **Implementing Partnership Management Service (IPMS)** leads the development of policies, procedures, guidelines, training programmes and provides support for the field application of the Enhanced Framework for Implementing with Partners. In 2013, a training package on management of project agreements and project control was developed and delivered to UNHCR staff. A workshop on establishing a network of facilitators was held in 2013 to support the roll-out and application of the new policies and procedures. IPMS was also instrumental in the adoption and implementation of a new risk-based management approach ensuring accountability compliance and strengthening the capacity of partners and UNHCR. In close collaboration with the Accounts and Financial Service, IPMS continued to ensure the application of IPSAS and accurate recording of financial transactions related to implementing partners. The Service manages the audit certifications of UNHCR-funded projects that are implemented through partners.

DFAM initiated the upgrade project of MSRP core financial and supply chain and procurement management modules of UNHCR's ERP (PeopleSoft-MSRP) system. The project is expected to span two years and to be completed in 2016 comprising a major overhaul of existing infrastructure and tackling technological obsolescence; enhancing IPSAS compliance, tightening security and controls; enlarging managerial capabilities in finance and supply; and improving reporting and oversight.

The **Accounts and Financial Service (AFS)** is responsible for the production of statutory and management financial information in UNHCR. AFS also provides systems maintenance, support and data processing functions for the budget and financial modules of MSRP. In 2013, AFS introduced a comprehensive set of management financial reports for UNHCR representatives (monthly Country Financial Reports). During this period, AFS guided Headquarters and field offices to improve the scope of the reporting for fixed assets under IPSAS 17 to fully apply this standard without the use of a transitional provision. The Service also worked closely with DESS on inventory management enhancing the reliability of the information and thus resolving the significant challenges faced during the initial application of IPSAS in 2012.

The **Treasury Section** is responsible for safeguarding cash resources, managing foreign exchange and investments and ensuring liquidity across operations. It is also responsible for formulating treasury-related risk management procedures and applying best practices in global treasury management. Treasury is continuously improving UNHCR's global liquidity management by using integrated treasury management systems combined with a centralized cash management approach to further enhance real-time cash positioning, increase efficiencies and effectiveness in accounting and financial control.
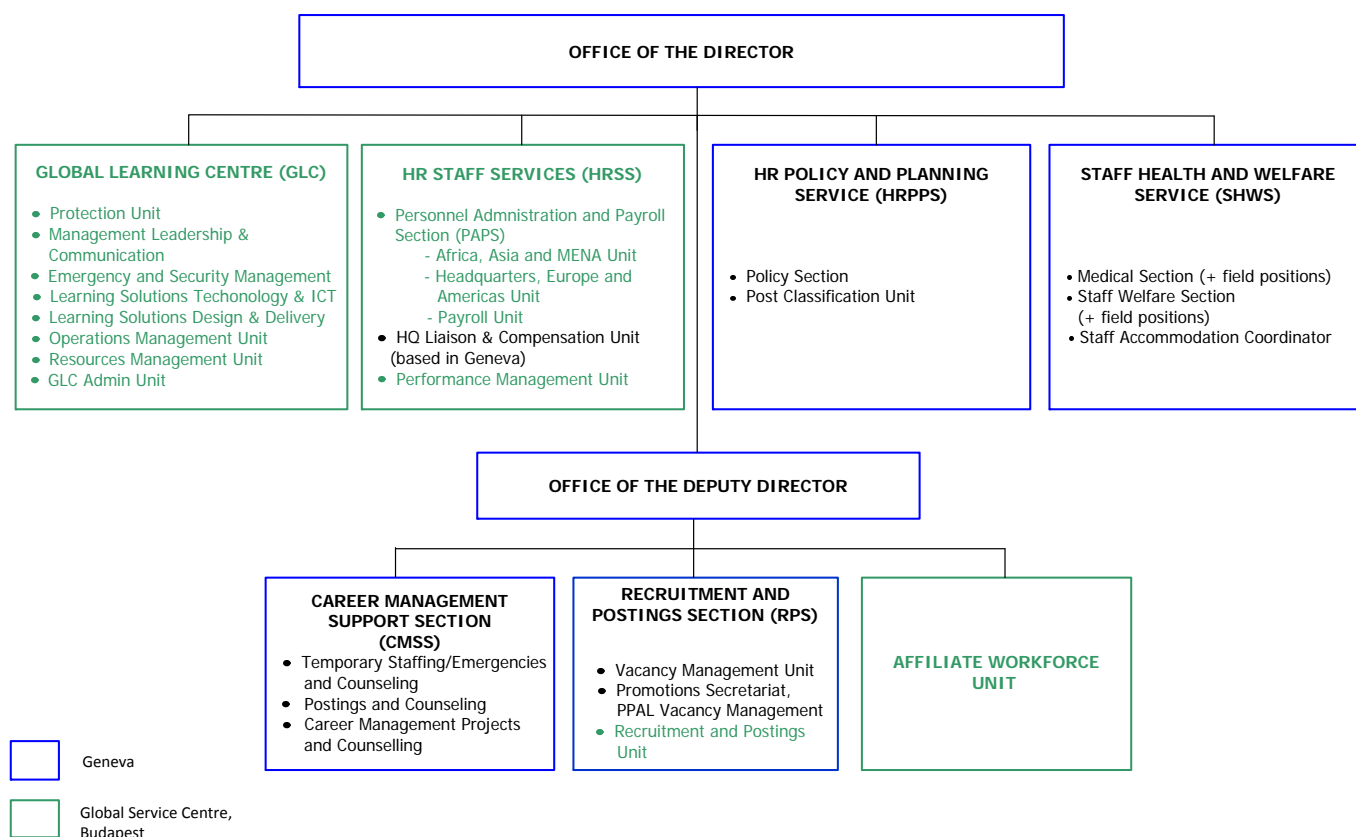
The **General Services Section (GSS)** is responsible for the management of the building, warehouse and parking at Headquarters as well as the arrangements for security and safety, mail, office supplies and travel services. In 2013, GSS made improvements to Headquarters office space arrangements. During the year an online self-booking tool for official travel was implemented, a new travel policy was finalized, and the new biometric UN laisser-passer (eUNLP) has been introduced.

The **United Nations Board of Auditors** is the external auditor of UNHCR. The Board performs an annual audit of UNHCR's financial statements (accounts), in conformity with the International Standards on Auditing, and expresses an audit opinion on the financial statements. In 2013, the Board concluded its audit of UNHCR's financial statements for 2012 with an unqualified audit opinion. The Board's responsibilities are not limited to the audit of the financial statements and also include the examination of selected management issues. In execution of this mandate the Board reviewed UNHCR's vehicle fleet management in 2013. The Board also executes performance audits on a number of topics each year. The audits and reviews were carried out by the National Audit Office of the United Kingdom, appointed as a member of the United Nations Board of Auditors for a term of six years as of July 2010.

The **United Nations Office of Internal Oversight Services (OIOS)** provides internal audit services to UNHCR, through staff based in Geneva and in major UNHCR operations. OIOS conducts internal audit assignments of field operations and headquarters' divisions and bureaux. Audit activity was based on a risk-based plan developed in consultation with UNHCR divisions, bureaux and other internal and external oversight bodies.

In 2013, 18 audits were carried over from 2012 and 25 audits were initiated. These audits covered 32 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 in the Office of the United Nations High Commissioner for Refugees (2012-2013)* (A/AC.96/1126) for developments and activities up to 30 June 2013).

DIVISION OF HUMAN RESOURCES MANAGEMENT (DHRM)

OFFICE OF THE DIRECTOR

GLOBAL LEARNING CENTRE (GLC)

- Protection Unit
- Management Leadership & Communication
- Emergency and Security Management
- Learning Solutions Techonology & ICT
- Learning Solutions Design & Delivery
- Operations Management Unit
- Resources Management Unit
- GLC Admin Unit

HR STAFF SERVICES (HRSS)

- Personnel Admnistration and Payroll Section (PAPS)
  - Africa, Asia and MENA Unit
  - Headquarters, Europe and Americas Unit
  - Payroll Unit
- HQ Liaison & Compensation Unit (based in Geneva)
- Performance Management Unit

HR POLICY AND PLANNING SERVICE (HRPPS)

- Policy Section
- Post Classification Unit

STAFF HEALTH AND WELFARE SERVICE (SHWS)

- Medical Section (+ field positions)
- Staff Welfare Section (+ field positions)
- Staff Accommodation Coordinator

OFFICE OF THE DEPUTY DIRECTOR

CAREER MANAGEMENT SUPPORT SECTION (CMSS)

- Temporary Staffing/Emergencies and Counseling
- Postings and Counseling
- Career Management Projects and Counselling

RECRUITMENT AND POSTINGS SECTION (RPS)

- Vacancy Management Unit
- Promotions Secretariat, PPAL Vacancy Management
- Recruitment and Postings Unit

AFFILIATE WORKFORCE UNIT

☐ Geneva

☐ Global Service Centre, Budapest

The **Division of Human Resources Management (DHRM)** reports to the Deputy High Commissioner. DHRM is accountable for the formulation and implementation of human resources policies and strategies to support UNHCR and its personnel in responding rapidly and flexibly to operational requirements in often challenging environments, and to uphold sound principles and practices for staff development, welfare and integrity in a service-oriented manner. In doing so, DHRM maintains a global oversight of staff management across the organization, assesses and analyses staff profiles and emerging trends and strives to steer the organization towards sustainable human resources strategies, aiming at the recruitment and retention of the most qualified and best-performing personnel.

Notable achievements in 2013 included: improved support for emergency response through 1,300 temporary assignments, 264 fast-track deployments for multiple emergencies, and new operational measures for operational flexibility and for rest and recuperation, notably in relation to the Syria situation; and, recruitment of the first cohort of the Entry-Level Humanitarian Professional Programme (50 people).

In 2013, DHRM, which is based in Geneva and in Budapest, was composed of the Office of the Director plus four Services and two Sections: Staff Services, the Global Learning Centre, the HR Policy and Planning Service, the Staff Health and Welfare Service, the Career Management Support Section and the Recruitment and Postings Section. A new Section – the Talent Outreach and Acquisition Section – to be based in Budapest, was

created to start functioning in 2014 (see *Global Appeal 2014-2015* for details).

The Office of the Director, based in Geneva, supervises and oversees the Division and is in charge of directing and communicating an integrated human resources approach fully able to respond strategically to operational and organizational concerns on workforce issues. Given the nature of UNHCR's work, a primary goal for DHRM in 2013 was to have a high degree of flexibility in the workforce in order to be able to ensure a quick and appropriate response according to operational needs.

In 2013, the **Career Management Support Section (CMSS)** provided proactive individual career counselling to over 1,800 staff members. It also provided staff members with information on availability of postings, missions, temporary assignments, possible secondments, and procedures for accessing these options. It provided regular delivery of career-support activities to field-based colleagues through career planning/career transition workshops adapted to specific country operations; advised staff and managers on performance management issues; and helped staff to develop links between career planning and staff development in close cooperation with the Global Learning Centre.

The **Recruitment and Postings Section (RPS)** in conjunction with its Vacancy Management Unit (VMU) and CMSS consulted with staff and managers to match applicants to vacant positions. RPS ensures secretariat

functions to the Joint Review Board (JRB) as well as the oversight of assignments. RPS continued to support the assignments process under the Policy and Procedures on Assignments (PPA) for all positions in the International Professional category advertised in two compendia (March and September), as well as ad hoc positions created as a result of emergency situations, for which Fast Track procedures apply. RPS includes a unit located in Budapest that is responsible for preparing eligibility data, organizing and providing secretariat support for an annual promotions and recourse session for staff members in the International and National Professional categories. RPS is responsible for the vacancy management of all advertised positions in the General Service category in Geneva as well as Field Service positions worldwide. It also assured secretariat functions for the HQ-Geneva Assignments Committee (AC), and provided guidance and advice to local and regional ACs worldwide.

HR Staff Services (HRSS), which is based in Budapest and incorporated the functions of the Personnel Administration and Payroll Section (PAPS), oversees the implementation of the Performance Appraisal and Management System (PAMS). Staff Services is responsible for ensuring that staff benefit from all entitlements in accordance with UN staff rules; and that the Payroll Section functions efficiently in full respect of financial rules. The Service includes the HQ Compensation Unit in Geneva. Staff Services also advises the Director of DHRM on the development of methodologies to meet changing organizational needs; it ensures implementation and consistent application of administrative instructions, monitor and evaluate the effectiveness of these instructions and recommend changes to the Director.

The **HR Policy and Planning Service (HRPPS)**, based in Geneva, is in charge of developing human resources policies in UNHCR and ensuring quality services to HR advisory bodies. This Service merged the policy function, including the HR Statistics Unit, with the Post Classification Unit function. The Service monitored trends in workforce requirements and the implementation of UNHCR's policies on gender equity and employment of persons with disabilities. HRPPS also promoted UNHCR positions and interests on HR matters with partners in the UN system, and kept a close working relationship with the UN Secretariat (OHRM); the HR Network, and HR policy departments in other UN organizations.

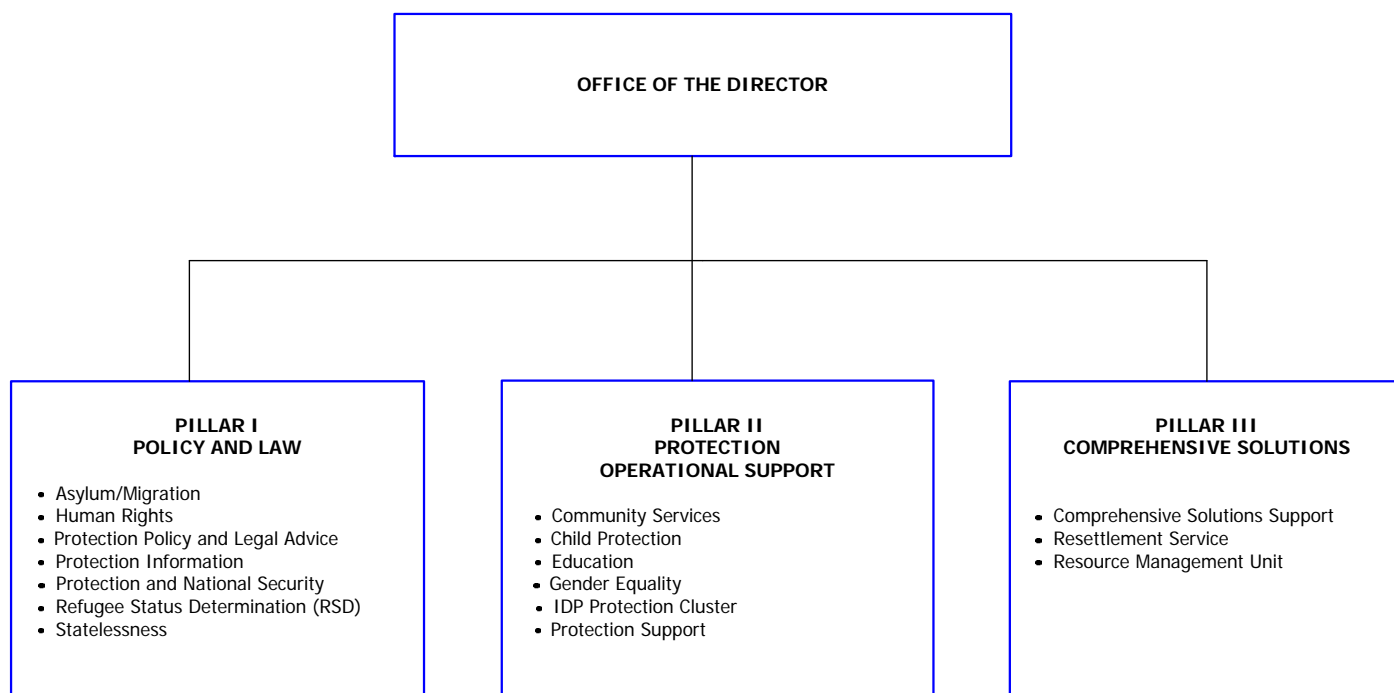The **Global Learning Centre (GLC),** located in Budapest, coordinates learning activities for staff as well as partners. In 2013, the GLC was charged with launching the first blended programmes entirely based on distance methodologies and the revision of design and methodologies to increase participation and cost effectiveness. A total of 9,400 learners completed over 39,400 courses. The learners included 6,500 UNHCR staff, 1,800 affiliated workforce, and close to 1,000 "external" learners, attesting to the growing popularity of UNHCR courses among NGO and government partners. The GLC also dealt with the systematization of evaluation; an extensive learning catalogue including new programmes; and launched new induction and orientation packages for new staff. The Centre also established partnerships within the larger learning community to exchange experiences and free content.

The **Staff Health and Welfare Service (SHWS),** located in Geneva, is composed of the **Medical Section (MS)**, which is responsible for monitoring and maintaining the health and safety of all UNHCR staff members. It manages a central repository of medical records for UNHCR staff. The Medical Section is engaged in health promotion and concentrates on occupational health issues and its prevention. At the same time, the Medical Section provides primary care to staff, including monitoring and follow-up to medical evacuations, and advises and counsels staff on any physical or mental health issue they may have.

The **Staff Welfare Section** is responsible for promoting mental and physical health, and reducing workplace causes of depression or stress-related illness, especially in field operations with high-security challenges and hardship living conditions. Counsellors at Headquarters and in regional offices in the Field provide trauma interventions and support the implementation of the minimum standards for HIV in the workplace through active collaboration with UN Cares. In addition, a Staff Accommodation Coordinator is responsible for the global monitoring and maintenance of standards of UNHCR-provided accommodation.

The **Affiliate Workforce Unit,** based in Budapest, is the focal point and business partner coordinator for UNHCR's programmes with UN Volunteers (UNVs), the United Nations Office for Project Services (UNOPS), Junior Professional Officers (JPOs), and consultants and contractors. The Unit is UNHCR's main interlocutor with UNV in Bonn and with UNOPS in Copenhagen. It also coordinates the JPO scheme with all participating donor governments and, in coordination with headquarters units and field offices, identifies JPO requirements and facilitates deployment.

DIVISION OF INTERNATIONAL PROTECTION (DIP)

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                    │  OFFICE OF THE DIRECTOR  │
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PILLAR I
POLICY AND LAW

- Asylum/Migration
- Human Rights
- Protection Policy and Legal Advice
- Protection Information
- Protection and National Security
- Refugee Status Determination (RSD)
- Statelessness

PILLAR II
PROTECTION
OPERATIONAL SUPPORT

- Community Services
- Child Protection
- Education
- Gender Equality
- IDP Protection Cluster
- Protection Support

PILLAR III
COMPREHENSIVE SOLUTIONS

- Comprehensive Solutions Support
- Resettlement Service
- Resource Management Unit

The **Division of International Protection (DIP)** has 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 2013, the Office of the Director continued to guide headquarters divisions and bureaux and field operations on global protection issues, particularly in the context of emergency protection support and strategy formulation. The Office of the Director also organized the 2013 High Commissioner's Dialogue on "Protecting the Internally Displaced: Persisting Challenges and Fresh Thinking," and supported the State-led Nansen Initiative on Natural Disasters and Cross-Border Displacement.

Pillar I covers: 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 international legal standards on the protection of asylum-seekers and refugees.

In 2013, PPLA provided advice and comments to national governments on draft national asylum laws, to international bodies engaged in negotiating relevant international and regional treaties, and to colleagues in the field on a variety of protection issues. With PPLA's support, UNHCR intervened as a third party in 16 court cases at international, regional and national levels in 15 different States. The tenth in the series of Guidelines on International Protection, on claims to refugee status related to refusal to perform military service was released, as was a Guide on Machine Readable Convention Travel Documents, which was elaborated in cooperation with the International Civil Aviation Organization (ICAO).

The **Asylum/Migration Unit** works to ensure UNHCR's engagement in international migration issues as they relate to forced displacement and statelessness, ensuring that UNHCR's persons of concern are treated appropriately when they find themselves in mixed migratory flows. In 2013, the Unit continued to support the regional bureaux and field offices on advocating for protection-sensitive, comprehensive regional approaches to mixed movements in Asia, Africa, the Americas and the Gulf of Aden. A particular area of focus in 2013 was UNHCR's involvement in the United Nations General Assembly High-Level Dialogue on Asylum and Migration.

In 2013, the **Human Rights Liaison Unit** continued its active engagement with the full array of human rights mechanisms of the United Nations, including making written submissions on 43 countries for the Universal Periodic Review process. The Unit also engaged in negotiations on a number of resolutions of the Human Rights Council, ensuring that the needs of people of concern to UNHCR were adequately reflected.

The **Statelessness Unit** continued in 2013 to support UNHCR field offices to develop strategies to address statelessness, provide technical support on a range of issues including measuring statelessness, reform of nationality laws and status determination procedures, and promote further civil society engagement on the issue, including by holding the first annual retreat with civil society partners in June. The Unit worked with regional bureaux and field offices to advocate with and provide support to States for implementation of the pledges made at the Intergovernmental Commemorative Meeting held in 2011, achieving implementation of just over 25 per cent of pledges by the end of the year.

The **Refugee Status Determination (RSD) Unit** seeks to improve the quality, efficiency and fairness of RSD decision-making globally. In 2013, UNHCR carried out RSD under its mandate in over 60 country operations. The Unit monitored and supported these operations through advice on all aspects of the RSD procedures and complex individual cases, including for specific caseloads such as 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 UNHCR RSD Deployment Scheme and Roster, the Unit deployed 11 RSD consultants to support RSD processing in UNHCR and State procedures.

In 2013, the **Protection Information Unit (PIU)** issued Eligibility Guidelines and other country-guidance documents relating to a number of countries, including Afghanistan. The Unit worked with partners on the production of Country of Origin Information (COI) reports and provided training on the research and proper use of COI. The Refworld database was relaunched, in an improved and more user-friendly version. "Refworld in Russian was launched, with over 5,000 documents in Russian containing country, legal and policy information relevant for asylum adjudicators and other stakeholders, and like Refworld itself, is updated on a daily basis.

The **Protection and National Security Unit** continues to lead 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 persons of concern to UNHCR. The Unit also monitors legal and policy developments in the area of exclusion from international refugee protection. In 2013, the Unit provided guidance and advice on legal and policy issues, including through individual case review, as well as training on exclusion, extradition and national security issues for UNHCR staff in regions dealing with complex caseloads and government officials.

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

In 2013, the **Child Protection Unit** continued the roll-out of the Framework for the Protection of Children, launched in 2012. Operational support was provided to key operations, as well as technical support in the development of multi-year country-level child protection strategies. Practical guidance notes on key child protection issues were issued and disseminated to the field. In response to the critical needs of unaccompanied children and other children at risk of secondary movement, smuggling and trafficking, a comprehensive multi-year initiative was developed to minimize these protection risks and improve conditions for these children, which will be implemented in 2014.

The **Sexual and Gender Based Violence (SGBV) Unit** provided technical guidance and operational support on SGBV prevention and response in several priority operations, developed training tools and built partnerships to strengthen UNHCR's protection work in this area. In 2013, with the support of senior regional protection (SGBV) officers based in Dakar, Nairobi, Beirut and Panama, UNHCR's global strategy on *Action against Sexual and Gender-Based Violence: An Updated Strategy* was rolled out, resulting in the development of 22 country-level strategies.

In 2013, the **Gender Equality Unit** focused on incorporating the Age, Gender and Diversity (AGD) Accountability Framework into UNHCR's online planning and reporting system (AGD Accountability Report). UNHCR co-chairs the IASC Gender Reference Group, promoting an integrated vision of gender equality with age and diversity dimensions.

In 2013, the **Community-Based Protection Unit** focused on enhancing UNHCR's organizational capacity to deliver community-based protection through the issuance of concise guidance, as well as direct support to operations. The policy paper, *Understanding Community-Based Protection*, which provides a blueprint for a multi-year transition of the Community Services function to Community-Based Protection, was issued.

In 2013, the **Education Unit** helped support over 20 operations to develop country-specific education strategies for increasing access to quality education. Teacher capacity was strengthened through the provision of guidelines and by targeted training missions undertaken during the year. Focusing on the role of education in supporting durable solutions, UNHCR was able to advance the goal of integrating children of concern in national education systems through the development of a broader partnership base with education actors.

The IDP and Global Protection Cluster Units support an enhanced institutional response to IDP situations in the field, while promoting effective advocacy on globally relevant protection issues.

The **Global Protection Cluster (GPC) Unit** serves as a support unit to the GPC and the Coordinator who

provide inter-agency policy advice and guidance on protection and implementation of the cluster approach in 31 Clusters or Cluster-like coordination mechanisms worldwide. In line with the GPC 2012-2014 Strategic Framework, the GPC focuses on strengthening support to field operations and on enhancing global engagement on protection in internal displacement. Issues requiring strategic planning and advocacy are addressed through the collective efforts of the GPC Support Cell, the GPC Areas of Responsibility (AORs), the GPC Strategic Advisory Group (SAG), the broader GPC-community and New York-based UN offices.

The **IDP Unit** aims to strengthen UNHCR's institutional response in protection and assistance in situations of internal displacement, and guides UNHCR's operational engagement through planning processes with field operations, Bureaux and Divisions. In cooperation with the Special Rapporteur on the Human Rights of Internally Displaced Persons, IDMC, The Brookings Institute, OHCHR, OCHA and other partners, the IDP Unit facilitates consultation and training on the Guiding Principles on Internal Displacement and promotes the ratification and implementation of the Kampala Convention. The first Handbook on Internal Displacement for Parliamentarians in cooperation with the Inter Parliamentary Union, and UNHCR's first e-learning on internal displacement for staff and partners, were launched in 2013.

The **Protection Support Unit** provides operational protection support to emergencies and ongoing operations in coordination with the bureaux, support divisions and field operations. Specific support includes staffing and deployment capacity for protection, guidance on protection strategies and the development of tools for protection in emergencies.
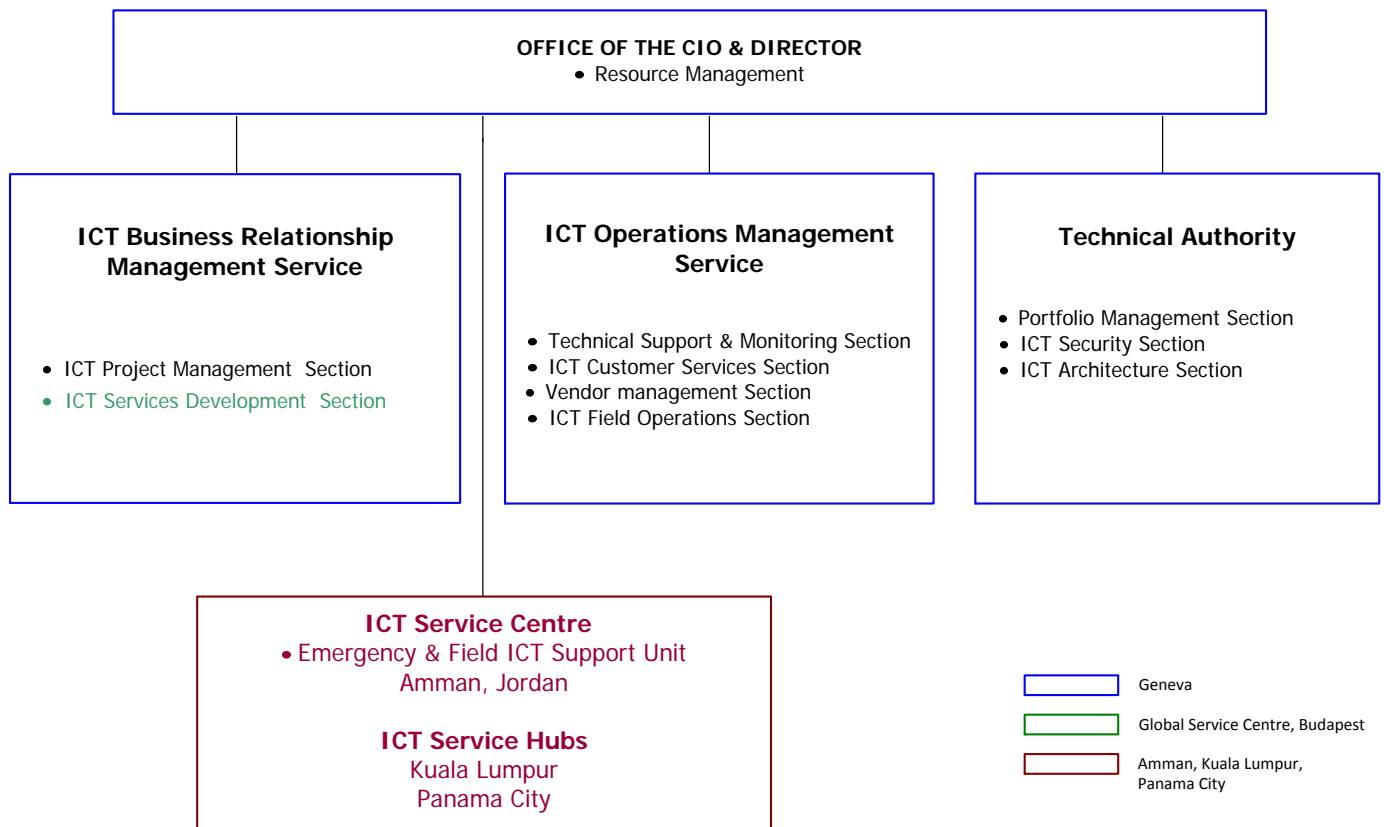
Pillar III is comprised of the Resettlement Service, the Comprehensive Solutions Unit and the Resource Management Unit.

In 2013, the **Comprehensive Solutions Unit (CSU)** assisted the regional bureaux and field offices in in the design, development and implementation of comprehensive solutions strategies. The Unit developed guidance materials and provided technical advice on intention surveys, on local integration, on voluntary return, and on protection sensitive migration opportunities. Solutions efforts were closely coordinated with DPSM, DER and bureaux, with the collaborative effort resulting in the formulation of the Solutions Steering Group.

The **Resettlement Service** leads and coordinates UNHCR's global efforts to implement resettlement as an important protection tool, as a durable solution as well as an essential means for international responsibility-sharing. During 2013, the Service continued to support regional and field offices to improve and expand their capacity to effectively identify, assess and process resettlement cases, strengthening internal controls, and continued to encourage resettlement States to expand national resettlement programmes and increase the efficiencies of resettlement processing. Throughout there is a focus on collaborating with resettlement partners to respond to priority situations for resettlement, such as the Congolese situation in 2013, as well as emergency situations by increasing flexibility and harmonizing procedures.

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

DIVISION OF INFORMATION SYSTEMS AND TELECOMMUNICATIONS (DIST)

OFFICE OF THE CIO & DIRECTOR
- Resource Management

ICT Business Relationship Management Service

- ICT Project Management Section
- ICT Services Development Section

ICT Operations Management Service

- Technical Support & Monitoring Section
- ICT Customer Services Section
- Vendor management Section
- ICT Field Operations Section

Technical Authority

- Portfolio Management Section
- ICT Security Section
- ICT Architecture Section

ICT Service Centre
- Emergency & Field ICT Support Unit
Amman, Jordan

ICT Service Hubs
Kuala Lumpur
Panama City

- Geneva
- Global Service Centre, Budapest
- Amman, Kuala Lumpur, Panama City

The **Division of Information Systems and Telecommunications (DIST)** is responsible for ensuring that UNHCR takes advantage of cost-effective information and communications solutions that enable and facilitate UNHCR's execution of its mandate.

The Division comprises: the Office of the Director including the Resource Management Unit; the Business Relationship Management Service including the Project Management Section and the Service Development Section; the Technical Authority Service including the Portfolio Management Office and the ICT Security Section; ICT Operations Management Service including the Technical Support and Monitoring Section; the Vendor Management Section; the ICT Customer Services and Service Hubs and the Emergency and Field ICT Support Unit.

The **Resource Management Unit** manages the financial and human resources of the division. In particular, the unit prepares the division's annual budget, keeps track of financial expenditure, compiles financial analysis for senior management review, facilitates travel arrangements and provides administrative support to all DIST staffs.

The **Business Relationship Management Service** ensures effective communication and engagement between DIST and other divisions and bureaux in UNHCR; assists divisions and bureaux to work effectively with DIST in applying ICT solutions to achieve UNHCR business objectives; and works with the Business Owners Committee in the prioritization of requirements and investments.

The **Project Management Section** provides direct supervision and management of ICT project management team and project managers; ensures adherence to ICT Project Management and Project and Portfolio Governance standards; and ensures that ICT projects are managed and delivered effectively and successfully.

The **Service Development Section** provides in-depth analysis and support to all ICT projects, including the design of new business and ICT processes, and analysis of problems and changes to ICT systems needed to ensure alignment of specific business processes with ICT systems and ensures, in collaboration with the Technical Authority Service, that delivery meets requirements through appropriate governance and testing, via controlled authorized projects.

The **Technical Authority Service** defines the technical ICT policies, standards, security, design and architecture; manages the release of new technologies, systems and services into operation; provides and ensures 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 which will enable the right person to take the right decision based on the right information in order to achieve the right value from this portfolio.

The **ICT Security Section** defines policies and ICT security and risk management framework; ensures security across all ICT services within UNHCR.

The **ICT Operations Management Service** develops operational policy guidelines and ensures that standards and procedures are followed in the delivery of ICT services; ensures that service delivery is monitored effectively and that identified actions to maintain or improve levels of service are implemented; and ensures that 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 and networks and supports Headquarters infrastructure that cannot be supported remotely; and manages service levels for operational services.
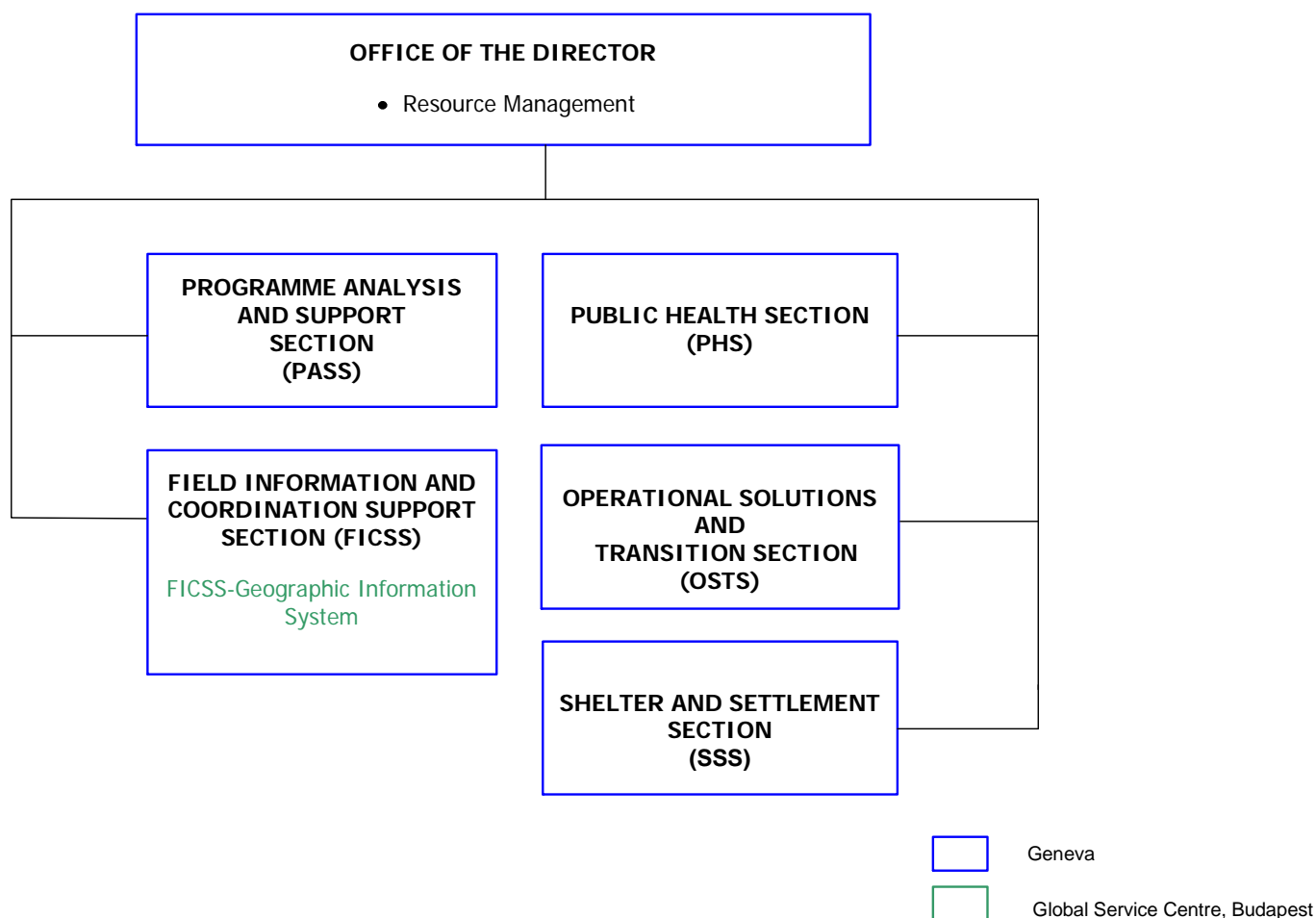
The **Vendor Management Section** defines and designs workable contracts with ICT Suppliers that deliver the service offerings; ensures clear communication of Service Level Agreements and associated Service Level Targets across DIST and UNHCR so that all parties are aware of the levels of expected Service; and supports the Service Development section in contractual negotiations and the creation of new services or changes to existing services.

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

The **Emergency and Field ICT Support Unit** coordinates ICT matters for effective emergency response; ensures standards of ICT services are met during all phases of emergency operation, and integrates emergency/security needs in technical review processes within DIST; is responsible for ongoing enhancement, maintenance and support of UNHCR's existing ICT infrastructure and capacity in all field offices and locations; and ensures that both ICT systems for emergency response and ongoing field operations remain seamlessly integrated.

DIVISION OF PROGRAMME SUPPORT AND MANAGEMENT (DPSM)

OFFICE OF THE DIRECTOR
- Resource Management

PROGRAMME ANALYSIS AND SUPPORT SECTION (PASS)

PUBLIC HEALTH SECTION (PHS)

FIELD INFORMATION AND COORDINATION SUPPORT SECTION (FICSS)

FICSS-Geographic Information System

OPERATIONAL SOLUTIONS AND TRANSITION SECTION (OSTS)

SHELTER AND SETTLEMENT SECTION (SSS)

☐ Geneva

☐ Global Service Centre, Budapest

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

The Division leads efforts to strengthen Results-Based Management (RBM) within UNHCR and to ensure that planning, implementation and key management decisions are based on evidence and sound analysis. DPSM sets strategies, policies and standards and develops practical guidance and tools across a wide range of technical areas, from public health to food security and nutrition, water sanitation and hygiene, shelter and settlements, durable solutions, livelihoods and self-reliance, domestic energy, environmental management, registration, information management and statistics.

DPSM directly supports field operations through the deployment of experts and through global technical specialist networks, placing the highest priority on responding rapidly and effectively in emergencies. The concept of protection guides all dimensions of DPSM's work, which is supported through collaboration and strong partnerships with all of UNHCR's key partners.

The Division manages its diverse and challenging agenda through two pillars, covering a) programme and operational data management; and b) technical support.

The **Programme Analysis and Support Section (PASS)** provides guidance on programme planning, implementation, monitoring and analysis. The Section promotes a culture of Results-Based Management (RBM) by continually improving its frameworks, systems and tools, including *Focus* and the *Global Focus* web portal, with particular emphasis on meeting UNHCR's Global Strategic Priorities.

The **Field Information and Coordination Section (FICSS)** leads operational data management, focusing on registration and biometrics, information management, GIS and mapping technologies, statistics, surveys and profiling, and needs assessments. The Section also co-leads the Global CCCM Cluster alongside IOM.

The **Public Health Section (PHS)** oversees UNHCR's programmes in public health, HIV and reproductive health, nutrition and food security, and water, sanitation and hygiene (WASH). The Section monitors progress in these areas using the data recorded in Twine, UNHCR's health information system.

The **Operational Solutions and Transition Section (OSTS)** promotes durable solutions for refugees through support to field operations and the strengthening of key linkages with development actors. The Section also supports energy and environment

interventions and livelihood programmes that build up refugees' self-reliance.

The **Shelter and Settlement Section (SSS)** provides technical support for the development of global and country-level shelter strategies and planning. Through research and development, the Section offers field operations improved shelter solutions and site planning options. It also co-leads the Global Shelter Cluster in partnership with the IFRC.

In 2013, DPSM mobilized technical support for field operations, training and capacity-building totalling 3,119 mission days - the equivalent of 11 working years. The Division also facilitated the deployment of many other experienced technical specialists through its global technical specialist networks, and provided technical advice and capacity-building for UNHCR and partner agency staff. DPSM developed four new global five-year strategies for 2014 to 2018: *Global Strategy for Settlement and Shelter; Global Strategy for Public Health; Global Strategy for Fuel and Energy (SAFE); and Global Strategy for Livelihoods.*

DPSM strengthened UNHCR's co-leadership and engagement with the Global CCCM and Shelter Clusters through an ECHO capacity grant for deployment in emergencies, which has been tested in the recent series of UN system-wide Level 3 emergencies.

Through the *Information and Data Management Strategy 2012-2014*, DPSM built the foundation of information management (IM) within UNHCR, establishing a network of expert IM Officers and delivering the TIME workshops, Emergency IM Toolkit, Operational Web Portals and new profiling and assessment methods. DPSM also moved forward with the construction of UNHCR's identity management infrastructure, including *proGres* version 4 and a new biometrics system that was field-tested in Malawi.

DPSM helped lay the foundation for the expanded use of cash-based interventions through the development of operational guidance and standard operating procedures (SOPs), training materials, direct field support and enhanced strategic partnership network.

The Division played a key role in establishing the Solutions Steering Group to bring greater focus and coherence to UNHCR's work in this area and also significantly strengthened technical support to field operations.