

HEADQUARTERS

EXECUTIVE DIRECTION AND MANAGEMENT

The **Executive Office** (EO) is comprised of the High Commissioner, the Deputy High Commissioner, the Assistant High Commissioner and the Chef de Cabinet. The EO formulates policy, ensures effective management and oversees UNHCR's operations worldwide. It informs operational units of executive decisions and political developments, and keeps the High Commissioner abreast of developments in the field. The Inspector General, the Director of the Department of International Protection and the Director of the UNHCR Liaison Office to the United Nations in New York all report directly to the High Commissioner. Other functions overseen by the EO include the "UNHCR 2004" process. The Controller, the Director of the Division of Communication and Information, the Director of the Division of Human Resources Management and the Head of the Legal Affairs Section all report to the Deputy High Commissioner. The Assistant High Commissioner oversees the Department of Operations. All regional Bureau Directors report directly to him, as does the Director of the Emergency Response and Security Service.

Activities relating to the Liaison Office to the United Nations in New York are addressed in the regional overview for North America and the Caribbean. The activities related to the Emergency Response and Security Service are included in the chapter on Global Programmes.

Since assuming office in January 2001, the High Commissioner pursued the objective of prioritising the use of available resources within a defined vision of how UNHCR wants to carry out its mandate. The High Commissioner is also taking a lead in exploring the possibility of expanding the

donor base and in managing the organisation's current budget so that his priorities of protection and durable solutions are adequately pursued. The UNHCR 2004 process, aimed at developing a concept of how UNHCR could be better positioned to carry out its mandate, is progressing well. Following internal consultations with senior managers, the High Commissioner intends to present the initial findings of this process to the Executive Committee in October 2002.

The **Inspector General's Office** (IGO) has overall responsibility for inspections and investigations into management issues and allegations of misconduct within the organisation.

During the first half of 2002, IGO revised its inspection strategy and dedicated itself to the implementation of the new strategy and framework for investigations. Since January 2002, the Office has undertaken inspections in Bangladesh, the Democratic Republic of the Congo, Ghana, Myanmar, Nepal, the Republic of the Congo and Russia. An inspection mission to Ecuador, Colombia and Venezuela had to be cancelled due to the worsening conflict in Colombia. The Office has also published a report covering general observations from inspections from March 1999 to March 2002, which includes comments and proposals for further action.

From January to June 2002, IGO received 48 complaints of alleged misconduct, conducted four preliminary investigations concerning five staff members and provided advice and support to 12 Representatives in field offices on specific investigations. These investigations were related to allegations of harassment, fraud and corruption with respect to resettlement and refugee status determination, theft and misuse of UNHCR Convention Travel Documents, abuse of authority and misuse of UNHCR assets.

IGO also participated in the investigation conducted by the Office of Internal Oversight Services (OIOS) in West Africa in relation to allegations of sexual exploitation of refugee children. A full public report on this investigation will be published by OIOS during the third quarter of 2002.

IGO continues its co-operation with OIOS and there are ongoing discussions to establish a new Memorandum of Understanding (MOU) which will clarify and formalise co-operation in investigations between IGO and OIOS.

The **Emergency and Security Service (ESS)** was established in early 2001. It comprises the Field Safety and Emergency Preparedness and Response Sections. As foreseen in 2001, the Service has taken on additional human resources, to further strengthen UNHCR's emergency and security management, and by the first half of 2002, had its full complement of staff.

THE DEPARTMENT OF INTERNATIONAL PROTECTION

The Protection Information Section (PIS), created in December 2001 as part of a restructuring of the **Department of International Protection**, assumed the country research and legal information functions formerly discharged by UNHCR's Centre for Documentation and Research. Its activities are intended to support UNHCR's protection role and assist UNHCR staff, governments and other partners, by providing country analysis and refugee-related reference material. By the end of June 2002, the section had four staff members with another scheduled to join during the second half of the year. The work has begun on the updating of UNHCR's country of origin and legal databases, and preparations are underway for a new version of RefWorld on CD-Rom. Research results and the analysis of country of origin and legal information are being provided to support UNHCR's input to meetings of the European Union's Centre for Information, Discussion and Exchange on Asylum

(CIREA). More generally, PIS is working on improving the dissemination of protection-related information, *inter alia*, through UNHCR's website.

THE DEPARTMENT OF OPERATIONS

The restructuring of the **Africa Bureau** to carry out a more focused situational approach was completed in the first half of the year. The Director of the Africa Bureau is presently being supported by two Deputy Directors, along with units on resource management, legal advice and policy research. Under this new structure, the two Deputy Directors are responsible for the operations in the East and Horn and Southern Africa, and the West and Central Africa and the Great Lakes regions, respectively. Both Deputy Directors receive support from the Desks that cover the four sub-regions.

The **Population and Geographic Data Section**, under the Division of Operational Support, provides support, training, and advice for the planning and implementation of registration, documentation, geographical information as well as statistics. Support missions were undertaken to Afghanistan, Côte d'Ivoire, Georgia, Guinea, Namibia, Pakistan, South Africa, Sri Lanka, Rwanda, Yemen and Zambia. Advice focused on population data management, fraud prevention and registration materials, including photo ID cards. High-resolution satellite imagery has been produced to improve staff security and for environmental assessment. The Section released the 2001 annual statistics in June and published a number of statistical reports and analyses on global, regional and thematic issues. Input was also provided for joint UNHCR-IOM activities on the asylum-migration nexus. In continued efforts to decentralise work, a JPO post was created in the West and Central Africa sub-region.

The **Evaluation and Policy Analysis Unit** finalised a UNHCR evaluation policy statement and continued to implement a plan of action for the development and devolution of the evaluation function.

THE DIVISION OF COMMUNICATION AND INFORMATION

During the first half of 2002, in the **Media Relations and Public Information Service** (PI), the recently re-designed UNHCR website was fully integrated into Headquarters' public information network. The website has more than one million "page views" and receives over 10 million "hits" per month.

The website now contains more than 110,000 individual documents and has become a primary source of constantly updated information on UNHCR and refugees. It serves as a main tool of communication with the media and the general public. Public information staff, including a new Web Editor, focused much of their attention on reporting, writing, editing and packaging a steady flow of information, including more than 150 news stories illustrated by digital photos and graphics. The PI Video Unit also produced digital audio and video clips which were introduced on the web site for the first time.

The website is the model for UNHCR country websites in the field. They use the main site's design and translate most of its texts and information into other languages. This has helped to standardise the organisation's web pages worldwide, introducing an element of quality control.

The **Private Sector and Public Affairs Service** (PSPA) is composed of the Private Sector Fund Raising Unit, the Public Affairs Unit and the Library and Visitors' Centre.

The Private Sector Fund Raising Unit was strengthened by the arrival of a Senior Corporate Fund Raising Officer and an Individual (Major Donors) Officer who will help to concentrate on individual donations to allow UNHCR to obtain less earmarked and more predictable funding. The Unit also provided strong support to UNHCR national associations and branch offices active in fund raising through the development of

criteria, key performance indicators, methodologies, guidelines, training and handbooks. A "SkillsShare" Conference took place in late June 2002, to allow all UNHCR fund raising specialists and relevant stakeholders to share experiences and discuss key UNHCR private sector fund raising objectives.

As an integral part of the private sector fund raising strategy, the Public Affairs Unit continues to focus on its four UNHCR Public Awareness pillars: World Refugee Day, the Nansen Refugee Award, the Goodwill Ambassador Programme and the Reaching the Youth Programme.

The UNHCR Library and Visitors' Centre provides information and literature on refugees to UNHCR staff and external researchers. The Centre has also developed its bibliographic database (with some 16,000 references available on the UNHCR Intranet and public website), and it continues to publish the Office's academic journal *Refugee Survey Quarterly*. Up to June 2002, the Centre had organised 105 group visits (59 English, 30 French, 14 German and 2 Japanese speaking groups), as well as receiving some 3,350 visitors.

Activities undertaken by the PSPA Service are also presented in the chapters on Global Programmes and the Funding Update.

The **Secretariat and Inter-Organisation Service** (SIOS) supports the work of UNHCR's Executive Committee (ExCom) and acts as the focal point for UNHCR's relations with UN agencies, UN co-ordinating bodies, intergovernmental organisations and other international organisations. In 2002, there has been an increase in ExCom membership from 57 to 61 members. This represents a broadening of States' support for UNHCR and its global mandate to provide international protection and assistance to refugees.

After extensive negotiations, the fifth revision of the MOU between WFP and UNHCR was signed on the periphery of the

inaugural session of the African Union (AU) in July 2002. This latest revision, signed by the High Commissioner and the Executive Director of WFP in the presence of the Secretary-General, incorporates many new elements, including a pilot project whereby WFP is assuming responsibility for the final distribution of food aid to refugees. An evaluation will be made upon completion of the project and depending upon the results, WFP may assume this task worldwide. The MOU is the first revision since 1997 and it highlights the strong partnership which exists between the two agencies.

The **Records and Archives Section** is responsible for the management, preservation and use of UNHCR's current and historical records, in paper, electronic and audio-visual format. By June 2002, the Electronic Document Management System (EDMS) was installed in computers throughout Headquarters and training was provided to most users. In the latter half of 2002, an assessment of EDMS will be carried out, and a modern electronic mail management system will be put in place to improve the use of e-mail.

THE DIVISION OF RESOURCE MANAGEMENT

The **Human Resources Service (HRS)** was due to spend much of 2002 concentrating efforts towards improvements in department programmes; however, these plans were altered in response to the emergency situation that arose in Afghanistan in late 2001. The Service developed the Afghanistan Fast Track (AFT) postings model, which provided sustained staffing for the operation in minimal time. The AFT model proved to be such a success that it will be used for emergency programmes in the future.

The posting process rapidly increased its overall efficiency as 80 per cent of all decisions endorsed by the Appointments and Promotions Board (APB) were processed within three months of their approval, and new policies were adopted to further ensure

that more goals can be accomplished throughout the year. HRS has proposed a new rotation policy that is awaiting the approval of management, and progress has been made in the formulation of a recruitment strategy that should meet the needs of both UNHCR and the Member States of ExCom. Late 2001 saw the creation of a team responsible for ensuring that staff members in between assignments were fully occupied. This has helped to improve the overall situation for these staff members and such efforts will be continued.

During the first half of 2002, the **Performance and Career Planning Section (PCPS)** pursued its objectives, with some key achievements, including the development of a revised Competency Model with job descriptions for all UNHCR posts. While ensuring that the performance appraisal process is an integral part of the cycle of planning, performing, and continuous learning and development, PCPS increased worldwide communication to staff and management. As part of the human resources management policies, mechanisms were established to review performance records for the purposes of promotions and career advancement. Similarly, staff profiles were updated and Fact Sheets containing relevant career-planning data were prepared for use in placement, promotion and career progression. PCPS also, in terms of career planning, provided counselling and advisory services to over one hundred staff in both professional and general service categories (as well as to staff in between assignments). Following the reports on incidents of sexual abuse of refugees by humanitarian workers, a joint mission from the Staff Welfare Section and Recruitment and Postings Section was initiated to provide support to UNHCR staff members in West Africa.

During the remainder of the year, PCPS expects to secure the approval and implementation of the 'Policy and Procedures on Managing Performance,' as well as introduce 'Exit Interviews' as part of human resource administrative procedures. The Service will establish an information system

that captures the reporting lines' structure at all levels, for compliance with the performance management process. Ultimately, PCPS will conduct comprehensive post classification reviews in the CASWANAME and Africa Operations.

In the first half of 2002, the **Staff Development Section** (SDS) continued to consolidate the core learning programmes, and demand for the four programmes already being implemented (Protection, Operations, Middle Management and Senior Management) has been considerable, (evidence of the success of this enhanced approach to learning in UNHCR). Already established programmes such as the Peer Support, Supply Management and Food management programmes were reaching specific targeted staff. Generic training in the areas of information technology, language skills, communications skills and personal effectiveness were reaching more staff through the decentralised budgets and the new initiatives in flexible and distance learning. One initiative of importance has been the selection of a vendor to provide on-line learning modules accessible to staff on the Internet and the Intranet. Another very important achievement was the launching of the new induction and orientation process comprising a CD-ROM, a personal Toolkit for all new and reassigned staff, and at Headquarters the popular monthly "Welcome Breakfast".

In the first half of 2002, three Staff Welfare Officers, two assigned in Africa and one at Headquarters, have increased the capacity of the **Staff Welfare Section** (SWS). Training of the Peer Support Personnel (PSP) was finalised for the Africa-based peers. Some 31 staff became full members of the Network and has been dealing with a large number of individual cases developing their skills in the areas of working with addiction, harassment at the workplace, and HIV/AIDS.

In terms of staff support, the SWS provided support to Pakistan, West Africa and Middle East operations. Stress management workshops were organised for staff members

in Somalia and Indonesia. The Staff Welfare Section has been involved in the drafting committee for the Code of Conduct for UNHCR staff.

For the rest of 2002, the Peer Support Personnel programme will be conducted for the CASWANAME region. Guidelines on harassment, minimum standards for living and working conditions in emergency operations, and a proposal for the evaluation of the mental health travel scheme in UNHCR are due to be finalised.

For the rest of 2002, one of the areas of prime importance for the Section is the development of teamwork among Staff Welfare Officers and their integration amongst the staff and within the organisation. Guidelines on harassment, minimum standards for living and working conditions in emergency operations, and a proposal for the evaluation of the mental health travel scheme in UNHCR are due to be finalised. In addition, links between human resource officers at Headquarters and in the field are to be strengthened, and the Code of Conduct for UNHCR staff is to be completed.

In May 2002, the Supply and Transport Section (STS) was renamed the **Supply Management Service** (SMS) as it has assumed overall responsibility for all aspects of the UNHCR supply chain. Accordingly, the SMS is responsible for procurement of goods and services, arranges and advises on worldwide transport and logistics, including the maintenance of an Emergency Stockpile for 250,000 persons, manages all of UNHCR's assets, including UNHCR office buildings, and provides related advisory services to field offices.

The SMS successfully placed some 750 procurement orders and issued 83 contracts for services valued at USD 42.5 million and USD 4.9 million, respectively. The total number of assets recorded globally increased by 62 per cent, doubling the total depreciated value to USD 71.3 million. Chapter 8 of the UNHCR Manual, covering

the supply chain, was drafted. In addition, the SMS engaged in procurement pre-qualification processing in accordance with UNHCR criteria. During the year, the Supply Chain Learning Programme was fully established, and workshops were held in Afghanistan and East Africa. Field training for implementing partners on procurement procedures was also undertaken.

In the first half of 2002, the **Joint Medical Service (JMS)** worked to improve its medical assistance services and achieved several of its objectives. With respect to Staff Health Assessment and Surveillance, the JMS has dealt with some 3,554 cases in recent months. While in pursuit of Health Risk Assessments, it launched vaccination campaigns in the Islamic Republic of Iran, the Federal Republic of Yugoslavia, and Afghanistan. Health education/prevention programmes included training and inter-agency endeavours on addressing HIV/AIDS issues and workshops on Emergency Management and First Aid Training. A general restructuring of the JMS is foreseen in the coming months, along with the development of an Intranet medical site.

The Organisational Development and Management Section (ODMS) will be fully staffed with two professional and one support staff by 1 September. New work methods and terms of reference have been introduced concerning the Operations Review Board, which approves all of UNHCR's budgets. ODMS assisted in restructuring the Division of Resource Management and in the creation of the Division of Human Resource Management, which came into effect in May 2002. The Section is also conducting a comprehensive review of regional support functions in UNHCR.

Financial Data (USD)

Activities	Annual Programme Budget and Trust Funds			Supplementary Programme Budget and Trust Funds		
	Initial Budget	Revised Budget	Obligation Level	Initial Budget	Revised Budget	Obligation Level
EXECUTIVE DIRECTION AND MANAGEMENT (EDM)						
Executive Office	4,365,300	4,883,637	2,159,594		150,000	0
Information Technology and Telecom Service	9,335,700	9,639,093	4,650,243			
Sub-total EDM	13,701,000	14,522,730	6,809,837	0	150,000	0
DEPARTMENT OF INTERNATIONAL PROTECTION (DIP)						
Director's Office	1,169,000	1,488,108	667,800			
Specialised Sections	4,337,700	4,750,898	2,132,000			
Sub-total DIP	5,506,700	6,239,006	2,799,800	0	0	0
DEPARTMENT OF OPERATIONS (DOS)						
Evaluation and Policy Analysis Unit	630,200	617,095	239,700			
Division of Operational Support						
- Director's Office	1,642,700	1,761,072				
- Operational Field Support Service	2,815,200	3,046,730				
- Programme Management Service	2,316,300	2,334,679				
Sub-total Division of Operational Support	6,774,200	7,142,481	3,410,000	0	0	0
Bureaux at Headquarters						
- Office of the Director - Africa	1,456,400	2,427,657	699,100			
- Desk for West and Central Africa	1,001,300	988,980	480,700			
- Desk for East and Horn of Africa	674,400	798,208	323,800			
- Desk for the Great Lakes Region	1,518,600	1,057,882	729,000			
- Desk for Southern Africa	525,700	604,520	252,400			
- Bureau for South-West Asia, North Africa and the Middle East	2,606,300	2,617,275	1,256,300	0	2,636,343	1,000,000
- Bureau for Asia and the Pacific	2,144,000	2,143,939	1,029,200			
- Bureau for Europe	2,659,300	2,659,312	1,276,500			
- Unit for South-Eastern Europe Operation	1,577,800	1,577,790	757,400			
- Bureau for the Americas	1,541,200	1,541,225	739,800			
Sub-total Bureaux	15,705,000	16,416,788	7,544,200	0	2,636,343	1,000,000
Sub-total DOS	23,109,400	24,176,364	11,193,900	0	2,636,343	1,000,000
DIVISION OF COMMUNICATION AND INFORMATION (DCI)						
Director's Office	824,500	824,402				
Donor Relations and Resource Mobilisation Service	2,847,700	2,920,004				
Media Relations and Public Information Service	2,814,400	2,826,641				
Private Sector and Public Affairs Service	2,187,600	2,187,498				
Secretariat and Inter-Organisation Service	1,364,800	1,368,605				
NGO Coordinator	421,600	421,530				
Records and Archives Section	1,268,000	1,268,033				
Sub-total DCI	11,728,600	11,816,713	5,665,221	0	0	0

DIVISION OF HUMAN RESOURCE MANAGEMENT (DHRM)						
Director's Office	0	160,622				
Human Resources Service	7,869,800	7,924,960				
Career and Staff Support Service	3,188,000	3,704,608				
Sub-total DHRM	11,057,800	11,790,190	5,568,267	0	0	0
DIVISION OF FINANCIAL AND SUPPLY MANAGEMENT (DFSM)						
Office of the Director and Controller	1,280,500	917,467				
Financial Resources Service	5,876,500	5,844,861				
Supply Service	3,813,600	3,893,993				
Audit	1,564,900	1,564,902				
ICC Services	1,748,400	1,748,480				
Joint Medical Service	1,260,000	1,343,000				
UNOG Services	4,100,000	4,100,000				
Headquarters Running Costs	6,390,800	6,391,620				
Sub-total DFSM	26,034,700	25,804,323	12,393,886	0	0	0
Staff Council	185,100	190,987	0			
TOTAL	91,323,300	94,540,313	44,430,911	0	2,786,343	1,000,000

Includes an allocation from the

UN Regular Budget of: 19,891,000 20,135,431 9,497,911