

OPERATIONAL SUPPORT AND MANAGEMENT

| Executive Direction and Management |

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

The **Ethics Office** ensures that all staff members understand, observe and perform their functions consistent with the highest standards of integrity, and fosters a culture of respect, transparency and accountability throughout the organization. The Ethics Office oversees the policy on protection from retaliation for individuals who report misconduct or who participate in audits, inspections, investigations, inquiries or in the work of the Ombudsperson. The Director of the Ethics Office reports directly to the High Commissioner in consultation with the Chef de Cabinet.

The **Inspector General's Office (IGO)** contributes to the effective and accountable management of UNHCR operations by carrying out the following three oversight functions: inspections of the management of UNHCR operations; investigations into possible misconduct by UNHCR personnel; and inquiries into violent attacks on UNHCR personnel and operations, as well as other incidents causing loss or damage to the Office's credibility or assets. The IGO also makes recommendations to senior management to improve office policies, internal controls and management practices.

In 2013, the IGO will continue to develop and deploy a risk-based approach to the planning of its inspection missions. It will deepen coordination with other oversight entities, particularly the United Nations Office of Internal Oversight Services. The IGO's Inspection Service will deploy improved tools and procedures to deliver more concise and analytical inspection reports. It also aims to increase the number of ad hoc inspections in order to respond more flexibly to requests from the Regional Bureaux and operations in the Field. Further efforts to improve internal compliance and accountability will be made. The IGO will further focus on increasing the efficiency of the complaints intake process. The Regional Bureaux will be

encouraged to establish effective field-based complaints mechanisms to deal with protection/assistance-related complaints, particularly sexual exploitation and abuse, major fraud and serious crimes. The Office has also embarked on an initiative to strengthen the investigation capacity of NGOs.

The **Liaison Office in New York** represents UNHCR at UN Headquarters, advancing the organization's policy positions and operational concerns. The Liaison Office promotes the needs of refugees and other populations of concern, working with the various UN offices and bodies in New York, including the General Assembly and 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 seeks to ensure that UNHCR's priorities are reflected in cross-cutting themes. The Liaison Office provides advice to the High Commissioner on evolving political and policy matters and keeps Headquarters and the Field informed of developments at the United Nations in New York.

The **Policy Development and Evaluation Service (PDES)** is located in the Executive Office. It is represented on UNHCR's Senior Management Committee and works closely with the High Commissioner and Deputy High Commissioner, as well as the Assistant High Commissioners for Operations and Protection. The work of PDES is demand-driven, focusing on policy development, evaluation and research. Its work programme is established in consultation with senior UNHCR management, Executive Committee members, UN and NGO partners, as well as the academic and policy communities.

The themes currently addressed in the PDES work programme include refugees in urban areas, protracted refugee situations, UNHCR's response to emergencies and natural disasters, the strategic use of resettlement, refugee youth and education. PDES strives to ensure the highest possible evaluation standards and that its findings and recommendations are effectively incorporated into UNHCR's policymaking, planning and programming procedures in order to maximize the efficiency and impact of the organization's operational activities. The Service also advises the Executive Office and other senior managers on global policy issues. PDES is committed to a high degree of transparency, and will continue to ensure that all evaluation reports and policy documents prepared by or for PDES are placed in the public domain.

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

At the request of the High Commissioner, the Deputy High Commissioner leads an Innovation Unit. The Controller and Director of the Division of Financial and Administrative Management, as well as the Directors of the Divisions of Human Resources Management, External Relations and Information Systems and Telecommunications, all report directly to the Deputy High Commissioner, who also supervises the Heads of the Legal Affairs Section and the Organizational Development and Management Service, as well as the Ombudsperson.

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

The **Organizational Development and Management Service (ODMS)** is tasked with maintaining a strategic overview of UNHCR's management systems and organizational design. Through a process of internal consultation and dialogue with other entities including the Regional Bureaux and Divisions, ODMS leads overarching management and structural reviews. ODMS gives particular emphasis to assessing UNHCR's commitment to results-based management (RBM). The Service also guides and supports a number of activities related to workforce management, simplification of processes and coordination of guidance to the Field, as well as the streamlining and strengthening of UNHCR's oversight and evaluation mechanisms. ODMS is the custodian of the Global Management Accountability Framework, and oversees the Canadian Consultancy Management Initiative which aims to improve UNHCR's management systems by funding small projects that have concrete and catalytic results on operations.

In 2013, ODMS will continue to monitor the implementation of various RBM initiatives and will advise the Deputy High Commissioner on areas in need of further review. Following up on the 2011-2012 stock-taking exercise on decentralization and regionalization in UNHCR, ODMS will provide guidance on restructuring proposals and methods of enhancing performance. ODMS will pursue efforts to address areas where simplification can be achieved, such as the affiliate workforce programme and the streamlining of recruitment and postings procedures.

• *Division of External Relations*

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

The **Donor Relations and Resource Mobilization Service (DRRM)** is responsible for relations with governmental donors and for resource mobilization from governments, the United Nations and other international and regional bodies. DRRM seeks to provide donors with a clear understanding of the organization's objectives, policies, programmes and resource requirements. DRRM also liaises with field operations and Headquarters units for the preparation of project proposals and reporting, while supporting them in their field-based resource mobilization efforts through guidance, training and the dissemination of tools. DRRM organizes donor field missions, donor consultations and operational briefings, often in collaboration with other UN agencies, for donors based in Geneva and capitals worldwide. It publishes the annual Global Appeal and Global Report as well as individual appeals or reports as required. DRRM also supports UNHCR's participation in various inter-agency processes related to humanitarian funding mechanisms.

In 2013, DRRM will continue to pursue and refine its resource mobilization strategy, aiming to strengthen support from traditional donors, broaden the donor base by engaging with new and emerging donors, explore new funding opportunities, increase funding from UN and Pooled Funds and engage with development actors on the Transitional Solutions Initiative and other solutions-oriented approaches. In this context, particular efforts will be made to further strengthen the Office's partnership with the World Bank and other development actors.

The **Private Sector Fund Raising Service (PSFR)** works to raise awareness and funds for UNHCR's programmes and engages the public to increase support for refugees. The Service supports fund-raising operations in 20 countries in Asia and the Pacific, the Americas, Europe and the Middle East through a network of national associations and country offices, coordinated by regional fund-raising officers based in Bangkok, London, Rome and Panama City. PSFR directs fund-raising market development and manages the Office's investment growth fund, as well as international corporate and foundation partnerships.

Among the most effective of PSFR's individual fund-raising strategies is the street fund-raising outreach programme, otherwise known as "face-to-face fund raising". Teams of fundraisers in numerous cities around the world approach individuals to inform them about refugee issues and ask them to support the organization financially through monthly gifts. To ensure future growth and predictable revenue, PSFR continues to develop and test new fund-raising programmes in different markets, including direct response television, a technique where large audiences are exposed to television commercials which focus on the organization's humanitarian work and seek financial support.

The **Communications and Public Information Service (PI)** is in charge of strategic communications and relations with the media. In addition to leading UNHCR's public information campaigns and advocacy efforts, it handles UNHCR's global media relations needs, generates regular news and feature stories, supports the press activities of the High Commissioner, Goodwill Ambassadors, and senior staff, and responds to daily public and mass media interest in issues relating to the organization and its mandate. It also provides technical support to field-based external relations and public information staff. The Service is expanding UNHCR's capacity for engagement with members of the public and the media via social media. The Service also works to support fund-raising efforts by including fund-raising messages in its communications with the media.

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

point for the Office's collaboration with UN coordination bodies, international and intergovernmental organizations, non-governmental organizations and other stakeholders. The Head of the Service is supported by the Secretariat and the Inter-Agency Unit, and serves as Secretary of the Executive Committee. Within the framework of the Inter-Agency Standing Committee as well as bilaterally, SIAS seeks to strengthen UNHCR's relations with its partners including with NGOs, UN and other international organizations, and the International Red Cross and Red Crescent Movement.

The **Records and Archives Section (RAS)** is responsible for the management and preservation of the Office's current and historical records.

In 2013 RAS will focus on the implementation of a strategy for the management, selection and protection of records and archives produced and accumulated in the Field, in both paper and electronic formats, including hundreds of thousands of individual case files of refugees and other people of concern. This project seeks to enhance accountability, knowledge transfer, efficiency, and preservation of institutional memory of the operations in the Field. The preservation of historical files will provide internal and external researchers, former refugees and their families and the public in general with wider access to UNHCR archives.

• *Division of Human Resources Management*

The **Division of Human Resources Management (DHRM)** is accountable for the formulation and implementation of human resources policies and strategies to support UNHCR and its personnel in responding rapidly to operational requirements. DHRM also upholds sound principles and practices for staff development, welfare and integrity in a service-oriented manner. In doing so, DHRM maintains global oversight of staff management across the organization. It assesses and analyses staff profile 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.

The **Office of the Director of DHRM**, based in Geneva, oversees and administers the Division and is in charge of directing and communicating a human resources approach to respond strategically to operational and organizational workforce issues. Given the nature of UNHCR's work, a primary goal for DHRM is 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. Within the Office of the Director, the Deputy Director supervises two sections based in Geneva and one Unit in Budapest.

The **Career Management Support Section (CMSS)** provides proactive individual counseling to staff members to foster their professional growth, and channel their skills and competencies in order to meet the changing needs of the organization. The Section delivers career support activities to field-based colleagues through career planning and career transition workshops adapted to specific country operations; advises staff and managers on performance management issues; and helps staff to develop links between career planning and staff development, in close cooperation with the Global Learning Centre in Budapest.

The **Recruitment and Postings Section (RPS)**, in conjunction with its Vacancy Management Unit and CMSS, engages in consultations with staff and managers to match applicants to vacant positions so that these can be appropriately filled in a

timely manner. 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. RPS administers the International Professional Roster for recruitment and provides secretariat functions for the Joint Review Board. RPS continues to support the assignments process under the Policy and Procedures on Assignments with respect to all the 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 has a Unit located in Budapest that is responsible for preparing eligibility data, and organizing and providing secretariat support for an annual promotion and recourse session.

The **Affiliated Workforce Unit**, based in Budapest, is the focal point and coordinator for UNHCR's partnerships with UN Volunteers (UNVs), the United Nations Office for Project Services (UNOPS), the Junior Professional Officers scheme (JPOs), and with consultants and contractors. The Unit is UNHCR's main interlocutor with UNV in Bonn. It monitors and coordinates all UNV deployments for UNHCR. It coordinates with other sections and with UNV Bonn on UNHCR's policy on the recruitment and use of UNVs. The Unit is UNHCR's main focal point with UNOPS Copenhagen and it monitors and coordinates UNOPS deployments for UNHCR. The Unit also ensures contacts with all donor Governments participating in the JPO scheme. Finally, the Unit monitors implementation of consultant and individual contractor policies.

Staff Services, which is based in Budapest, incorporates the functions of the Personnel Administration and Payroll Section and is responsible for overseeing implementation of the Performance Appraisal and Management System. 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 the financial rules. The Service includes the HQ Compensation Unit in Geneva.

In 2013, Staff Services will ensure implementation and consistent application of administrative instructions, monitor and evaluate the effectiveness of these instructions and recommend changes to the Director of DHRM. The Service will maintain sound staff-management relations and ensure consistent application and enforcement of rules, regulations and standards; and it will assist the Director in the establishment of human resource management guidelines and practices to meet the needs and conditions of the organization.

The **Human Resources Policy and Planning Service (HRPPS)**, based in Geneva, is in charge of developing human resources (HR) policies within UNHCR and ensuring the quality of services provided to HR advisory bodies. This Service merges the policy function, including the HR Statistics Unit, with the Post Classification Unit function. The Service implements UNHCR's policies on gender equity and the employment of persons with disabilities.

In 2013, HRPPS will promote UNHCR positions and interests on HR matters with partners in the UN system, including OIOS and in various inter-agency working groups, such as the Standing Committee on Field Conditions, and will maintain a close working relationship with the UN Secretariat (Office of Human Resources Management), the HR Network, and HR policy departments in other UN organizations.

The **Global Learning Centre (GLC)**, located in Budapest, was established to coordinate learning activities for UNHCR and partner staff. The GLC is charged with launching programmes

entirely based on distance learning and with revising the design and methodologies of programmes to increase participation and cost effectiveness. It continues to work on substantive evaluation of learning acquired. The GLC also issues an expansive learning catalogue including new programmes in support of established priorities (protection, security, cluster coordination, etc.) and will launch an induction and orientation programme for new staff.

The **Staff Health and Welfare Service (SHWS)**, located in Geneva, includes the **Medical Section**, 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 prevention. At the same time, the Medical Section provides primary care to staff, including monitoring and follow-up to medical evacuations, and advises 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. The counselors 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 global monitoring of standards in UNHCR-provided accommodations, deployment of stand-by partners for improvements of accommodations and identification of temporary solutions.

• Division of Financial and Administrative Management

The **Division of Financial and Administrative Management (DFAM)** establishes and maintains the framework that allows UNHCR to make optimal use of its financial resources. It is also responsible for maintaining and improving the financial and management controls of UNHCR.

In 2013, one of DFAM's priorities will be the preparation of UNHCR's first financial statements under the International Public Sector Accounting Standards (IPSAS) for the year 2012. It will also continue to strengthen the financial management capacity of the organization, both at the field level and at Headquarters. This includes filling newly established finance and project control positions, capacity building and improved communication on financial policies and instructions. DFAM will also continue to produce financial policy and guidance papers, as well as meaningful management reports. Furthermore, it will lead UNHCR's efforts to improve performance management and accountability of implementing partners. The Division comprises: the Office of the Controller, including the Policy and Audit Coordination Unit and the Change Management Unit; the Programme Budget Service; the Accounts and Financial Service; the Implementing Partnership Management Service; the Treasury Section; and the General Services Section.

The **Programme Budget Service (PBS)** is responsible for formulating UNHCR's biennial budget for approval by the Executive Committee. It also provides strategic advice to senior management on effective allocation 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, PBS will concentrate on the implementation of UNHCR's third biennial budget, participating in the implementation of results-based budgeting and management in compliance with IPSAS. It will also continue to provide support on the use of the Focus software application.

The **Accounts and Financial Service (AFS)** was upgraded from a Section to a Service in 2012, as part of DFAM's overall efforts to strengthen financial management capacity. AFS retains responsibility for the production of statutory and management financial information in UNHCR.

In 2013, UNHCR's first IPSAS-compliant financial statements for the financial year 2012 will be produced and audited by the UN Board of Auditors. This will represent a significant step forward in the quality of financial information UNHCR provides. AFS supports and guides finance staff in UNHCR offices worldwide. As such, AFS seeks to raise the quality of financial management and control in UNHCR. Together with the Treasury Section, AFS continues to implement centralized cash management for several countries in Europe, Africa and Asia. It also provides systems maintenance, support and data processing functions for the budget and financial modules of MSRP.

The **Implementing Partnership Management Service** was established in 2011 to coordinate activities and guide the Field in the management of implementing partnerships, including the adoption and implementation of a new risk-based management framework and the provision of oversight. The development of the new framework is carried out in a phased manner in consultation with UNHCR field staff, partners and auditors.

In 2013, new policies and procedures for the selection, retention and audit of partners will be issued. The Service will also seek to improve the management of project agreements and introduce a new web-based Partner Portal.

The **Treasury Section** is responsible for safeguarding cash resources, managing foreign exchange and investments and analysing global liquidity flows throughout the organization. This involves devising integrated global cash flow projections and formulating cash management and risk management policies. The Section manages a foreign exchange volume equivalent to USD 1 billion per year. It also manages a limited surplus of funds for investment averaging some USD 300 million per year. The Section is continuously improving UNHCR's global liquidity management by using integrated Treasury Management Systems together with a centralized cash management approach that will further enhance real-time cash positioning.

The **General Services Section (GSS)** is responsible for UNHCR's building management and security at Headquarters, as well as the administration of official travel originating from Geneva.

With the closure of a small leased building planned for the end of 2012, all Headquarters staff will be located in the main building. Additional improvements will be implemented with respect to the building, in close cooperation with the *Fondation des immeubles pour les organisations internationales*, in order to ensure efficiencies and environmentally friendly approaches.

The **Change Management Unit** supports the Division by analyzing the impact of changes in financial, budgetary and administrative policies, procedures and processes. The Unit supports the implementation of corporate change initiatives, such as IPSAS. The Unit delivers training on these initiatives and provides advisory services on policy formulation and interpretation.

The **Policy and Audit Coordination Unit** is the focal point in UNHCR for all audit matters, interacting with both the internal and external auditors, as well as the Inspector General's Office as necessary. The Unit reviews audit findings, coordinates the organization's responses to audit reports and prepares overviews of key audit observations and trends. It also provides expert advice and support on audit-related matters. The Unit prepares statutory reports to the Standing Committee and ExCom on measures taken to address audit findings and main risk areas as identified through various oversight mechanisms.

The **United Nations Office of Internal Oversight Services (OIOS)** provides internal audit services to UNHCR through staff based in Geneva, Nairobi and in major UNHCR operations. OIOS conducts internal audit assignments and assists the High Commissioner in fulfilling his management functions. It acts as an oversight mechanism to ensure the proper use of UNHCR's resources, the safeguarding of assets, the reliability and integrity of financial and operational systems and compliance with rules and regulations. The OIOS annual audit plan is prepared in consultation with UNHCR management and other oversight bodies and is based on a risk assessment of UNHCR's operations.

The 2013 audit plan will comprise audits of field operations and Headquarters, and will cover key activities such as programme implementation. There will also be a regular follow-up of recommendations and discussions with UNHCR management on issues identified.

The **United Nations Board of Auditors** is the external auditor for UNHCR. The Board performs a yearly audit of UNHCR's financial statements, in conformity with the International Standards on Auditing, and expresses an audit opinion on the financial statements. The Board also does a performance audit on a number of topics each year.

The external audit is carried out by the National Audit Office of the United Kingdom of Great Britain and Northern Ireland, which was appointed a member of the Board of Auditors for a term of six years as of July 2010.

◉ *Division of Information Systems and Telecommunications*

The new information technology applications and their supporting infrastructure now constitute the information backbone of UNHCR and are key components of UNHCR's reform processes. The **Division of Information Systems and Telecommunications (DIST)** is responsible for the functioning of the systems, ensuring that they are properly supported, have high availability and continue to evolve.

The reform of the Division that started in 2010 will be largely completed by the end of 2012. The Division's new structure will be fully staffed by the end of the first half of 2013, as the final batch of newly appointed staff take on their assignments at the Service Development Section in Budapest, the Information and Communication Technology (ICT) Service Centre in Amman and Service Hubs in Kuala Lumpur and Panama. This will bring ICT support closer to field operations.

The organization's ICT infrastructure systems and applications will continue to be upgraded as part of a major overhaul. Following an extensive planning process to identify the most suitable platform and service providers, the development of the new refugee registration system (*ProGres V4*) commenced in 2012, with expected delivery in 2013. Subject to the availability of resources, the Division also intends to upgrade the organization's resource planning system (*MSRP/PeopleSoft*). All major developments related to *Focus* and

Global Focus are expected to be completed in 2012 and the applications stabilized in the first quarter of 2013. The Division will pursue implementation of the ICT strategy developed in 2011, including in the development of technical policies, standards and standard operating procedures that will guide the delivery of ICT services to UNHCR operations at Headquarters and in the Field.

| *Assistant High Commissioner-Operations* |

The **Assistant High Commissioner for Operations (AHC-O)** oversees five Regional Bureaux responsible for field operations – Africa, the Americas, Asia and the Pacific, Europe, and the Middle East and North Africa – and ensures coherence and consistency in the implementation of the organization's policies across regions. The AHC-O also supervises the Division of Programme Support and Management and the Division of Emergency, Security and Supply, which are responsible for providing effective and timely support to field operations.

In 2013, the AHC-O will continue to support the High Commissioner's strategic roadmap, particularly on emergency response. In this context, existing response means were revamped in 2012 to better meet current challenges, including the establishment of a roster of senior emergency managers who are available to participate in the IASC inter-agency response mechanism to address complex emergencies under the Transformative Agenda. These new means will continue to be tested and updated based on UNHCR's experience during the current multiple emergencies. Improving the delivery of material support and strengthening information management and coordination with partners in emergency situations are areas of continued focus. In addition, stand-by arrangements are being developed with national partners to respond to emergencies, including by building their institutional capacities. Increasing UNHCR's technical abilities through the development of programming, monitoring and reporting tools are also priority areas in support of field operations. Finally, the AHC-O will support the expansion of partnerships with development actors in order to improve assistance to refugees and internally displaced persons in non-camp settings.

◉ *Division of Programme Support and Management*

The **Division of Programme Support and Management (DPSM)** provides the knowledge, information and tools that field operations need to design, deliver and continuously improve programmes that demonstrate quality, technical integrity and innovation.

In 2013, DPSM will enhance technical quality and capacity in several of UNHCR's operations by providing training, new operational approaches, tools, guidance and field support in collaboration with partners. DPSM will continue strengthening the use of RBM to ensure results-oriented programming.

DPSM's structure consists of two pillars, each overseen by a Deputy Director and responsible, respectively, for programme and data management through five sections.

The **Programme and Analysis Support Section (PASS)** develops and coordinates strategic elements of programme management and provides guidance and direction on programme management.

In 2013, PASS will seek to strengthen programme skills and capacity through the implementation of the Programme Management Capacity Strategy 2012-2013, which encompasses training, guidance and increased support to field operations.

PASS will facilitate a more predictable and qualitative analysis of performance through improvements to UNHCR's RBM-tools *Focus* and *Global Focus*.

The **Field Information Coordination Support Section (FICSS)** provides comprehensive support for operational data management systems necessary for the planning, management and delivery of protection and assistance to refugees and others of concern. FICSS ensures UNHCR's co-leadership of the Global Camp Coordination and Camp Management (CCCM) Cluster and hosts the inter-agency Joint IDP Profiling Service (JIPS). In 2013, the Section will continue implementing the Data and Information Management Strategy 2012-2014 with the aim of strengthening UNHCR's capacity to share information, coordinate information systems among different actors, and provide predictable information management services. FICSS will launch ProGres V4, UNHCR's registration software, and provide population and operational data as well as geographical information.

The **Public Health and HIV Section (PHHIV)** Section engages in policy and standard setting, technical support and guidance as well as monitoring and evaluation in the areas of public health and HIV, reproductive health, water, sanitation and hygiene (WASH), and nutrition and food security.

In 2013, PHHIV will support a rapid response to all emergencies through deployments, missions, guidance and technical advice. The Section will promote evidence-based programming by enhancing the web-based Health Information System and its expansion to urban areas. PHHIV will also extend its strategic plans for 2008-2012 in the areas of HIV and AIDS, nutrition, reproductive health and WASH for another five years.

UNHCR created a new **Shelter and Settlement Section (SSS)** in 2011 to strengthen capacity to respond to the shelter needs of refugees and others of concern. SSS supports the development of shelter strategies, site plans and tools, and conducts research on technical specifications for shelter and non-food items. It also supports UNHCR's co-leadership of the Global Emergency Shelter Cluster.

In 2013, SSS will implement the new Shelter and Settlement Strategy 2012-2013 through support missions, deployment of technical experts and capacity-building of shelter staff with a view to improving access to adequate shelter and settlement options.

The **Operational Solutions Transition Support Section (OSTS)** ensures strategy and policy development and support to field operations in the areas of livelihoods and self-reliance, the environment, climate change adaptation, disaster risk reduction and solutions.

In 2013, OSTs will work closely with development actors to find solutions to protracted refugee situations, including the promotion of initiatives such as the Transitional Solutions Initiative and the UN Secretary-General's Policy Committee Decision on "Ending Displacement in the Aftermath of Conflict". Livelihood activities will focus on implementing the 2011 operational guidance on livelihoods, self-reliance in urban areas and micro finance. OSTs will promote renewable energy and energy efficiency through a new strategy and through guidelines on domestic energy.

● *Division of Emergency, Security and Supply*

The **Division of Emergency, Security and Supply (DESS)** strives to enhance the optimal delivery of assistance in emergencies and ongoing programmes through efficient operations support, appropriate security strategies, and effective emergency management.

The Division is composed of the Emergency Capacity Management Service, the Field Safety Section, and the Supply Management Service.

The **Emergency Capacity Management Service (ECMS)** is responsible for strengthening UNHCR's emergency-response capacity by enabling it to draw upon staffing resources throughout the organization, including the deployment of Emergency Response Teams and Senior Emergency Officers, and to provide support to UNHCR operations and Regional Bureaux during emergencies. ECMS further contributes to contingency planning and preparedness efforts, and is responsible for developing emergency tools, policies and technologies, and ensuring strategic partnerships.

In 2013, ECMS will continue to focus on strengthening the availability of technical expertise for emergency deployment, internally and through stand-by partners, as well as the availability of senior staff to lead emergency operations. The Service will strengthen its partnerships for emergency response, including with the Regional Centre for Emergency Preparedness (eCentre), stand-by partners, national civil defence services, governments and national NGOs. ECMS will also continue to provide capacity building and training on emergencies, in collaboration with UNHCR's Global Learning Centre, and finalize its emergency deployment data base to better manage and track the deployment of emergency staff.

The overall aim of the **Field Safety Section (FSS)** is to reorient UNHCR towards a more analytical, "how to stay" approach to staff safety and security, enabling operations even in areas where residual risks remain.

Based on UNHCR's Security Management Plan of Action and Strategy for Implementation, the main areas of focus in 2013 include: continuing to provide support and analysis to field operations; consolidating the renewal of UNHCR's security workforce; ensuring Headquarters oversight of security measures; maintaining constructive engagement in inter-agency security management fora; and continuing to build staff capacity, with a particular focus on senior managers, field safety advisors, and drivers. The extensive training programme for the roll out of the Manual on Security for Persons of Concern will also continue into 2013. FSS will further work to implement the recommendations of the audit on security funding and resource utilization, which is expected to be finalized by OIOS in 2012.

The Supply Management Service (SMS) ensures the timely delivery of assistance to hundreds of thousands of persons of concern affected by emergencies, as well as in ongoing operations, through its network of seven strategically located regional Hubs in Accra, Amman, Copenhagen, Douala, Dubai, Isaka and Nairobi. It ensures the establishment of sustainable and cost-efficient pipelines for core relief items and shelter materials, as well as for vehicles, fuel and other operational equipment.

The Service will, in 2013, continue to focus on further strengthening the global management of stocks worldwide; improving the timely delivery of relief items in emergencies, including proactive contingency planning for "hot spots"; enforcing effective management of property, plant and equipment and inventory to increase accountability and comply with IPSAS; and reinforcing the core of professional supply experts in UNHCR through clearly specified competency requirements, improved recruitment, and training. In 2013, SMS will also launch its Global Fleet Management system, aiming to improve operating effectiveness, asset control, and staff security, as well as generator and fuel-related projects to achieve cost-savings.

To ensure the swift delivery of humanitarian supplies at the onset of an emergency, a dedicated **Emergency Coordination Unit (ECU)** has been set up within the Supply Operations Support Section of SMS in Budapest, in support of the Regional Bureaux and country operations. During an emergency, the ECU ensures that the organization is able to provide the initial consignment of core relief items for up to 600,000 people of concern – by road, sea and air – within 72 hours. In order to prepare for new emergencies, ECU contributes to contingency planning and assists country operations in planning, preparing and pre-positioning emergency supplies, in close cooperation with the Regional Bureaux and the ECMS. The Unit participates in emergency task forces at Headquarters, liaises with supply officers in the Field, and assists in the establishment of country-specific supply chains and staffing structures. In addition, the ECU is responsible for maintaining 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.

Assistant High Commissioner-Protection

The **Assistant High Commissioner for Protection (AHC-P)** oversees protection policy development, advocacy for the rule of law and implementation of standards, as well as the integration of protection priorities into the management and delivery of field operations. The AHC-P also oversees the activities of the Division of International Protection and interacts with the Policy Development and Evaluation Service on protection policy issues. Management responsibilities include participation in the Oversight Committee and the Learning Governance Board as well as the Senior Appointments Committee. The AHC-P also collaborates closely with the AHC-O, providing strategic direction for operations through jointly chaired consultations. She is also directly involved in the Annual Programme Review.

Division of International Protection

The Division of International Protection (DIP) provides advice and support to field operations, Headquarters entities and external counterparts, including governments, international governmental organizations and NGOs, on policy and legal matters relating to forced displacement, both from a protection and a durable solutions perspective. The Division consists of three pillars. Pillar I covers Policy and Law and protection issues concerning asylum systems in the industrialized world; Pillar II is responsible for Protection Operational Support and Pillar III covers Comprehensive Solutions and the Resettlement Service.

The **Office of the Director** provides leadership, overall direction and management to the Division in contributing to the progressive development of international law and standards in the areas of forced displacement and statelessness. It provides guidance on complex international law and operational protection policy issues pertaining to all categories of populations of concern. Moreover, the Office of the Director also manages a number of special projects and initiatives, such as organizing the annual meetings of the High Commissioner's Dialogue on Protection Challenges, monitoring follow-up of State pledges made during the December Intergovernmental Event and leading UNHCR's support to the Nansen initiative on disaster-induced cross-border displacement. The Office of the Director serves as focal point for the climate change portfolio in UNHCR, working closely with DPSM.

Pillar I is divided into the following Section/ Units: Protection Policy and Legal Advice, Refugee Status Determination, Protection and National Security, Statelessness and Protection Information.

The **Protection Policy and Legal Advice Section (PPLA)** develops international law and standards in the area of international protection, including through the issuance of guidelines and position papers and through capacity building.

In 2013, the Section will follow up with States and other stakeholders on the implementation of the 2012 detention guidelines, especially in the area of alternatives to detention, and will produce a complementary detention monitoring manual. The Section will also issue a data protection policy guideline on interpretation of the 1951 Refugee Convention and regional instruments pertaining to asylum for people fleeing conflict and violence. Under the auspices of a project on "building quality asylum systems", the Section will engage with stakeholders to prepare guidelines on procedural standards and credibility. The Section will also continue to support the process of negotiating Executive Committee Conclusions on international protection.

Within PPLA, the **Asylum Migration Unit** aims to ensure UNHCR's engagement in international migration issues as they relate to forced displacement and statelessness. In 2013, the Unit will work closely with the Regional Bureaux and field offices to support protection-sensitive, comprehensive regional approaches to mixed migratory movements - including in Asia, Africa and the Americas.

A particular area of focus for the Unit in 2013 will be maritime protection issues, including responses to distress-at-sea situations. The Unit will also continue to support UNHCR's engagement in global migration processes, including the Global Migration Group, the Global Forum on Migration and Development and the UN General Assembly High-Level Dialogue on international Migration and Development in 2013.

Within PPLA, the **Human Rights Liaison Unit (HRLU)** contributes to the development of the legal framework for the protection of people of concern to UNHCR. The HRLU also functions as the liaison between UNHCR and the Office of the High Commissioner for Human Rights (OHCHR) and relevant human rights mechanisms, including the Human Rights Council (in particular in the context of the Universal Periodic Review process), the human rights treaty bodies and relevant thematic and country-specific Special Procedures mandate holders, in an effort to strengthen human rights approaches and ensure continuous exchange of relevant information.

The **Refugee Status Determination (RSD) Unit** aims to strengthen international protection by enhancing the quality and efficiency of RSD in State and UNHCR procedures.

The Unit will continue to provide support through legal and procedural advice, expert missions and deployments and trainings. Special projects in 2013 will include revision of the *Procedural Standards for RSD under UNHCR's Mandate*, further development of new RSD trainings and materials, and a regional initiative to strengthen national RSD systems in select countries in the Americas. The Unit will continue to strengthen UNHCR's protection response in emergency operations as well as other operations requiring RSD, and to enhance its RSD staffing structures and operational efficiency.

The **Protection and National Security Unit** leads efforts to ensure that measures to counter terrorism and other threats to national or international security, as well as to counter serious crimes and other serious threats to public order, comply with international legal obligations towards people of concern to UNHCR.

In 2013, the Unit plans to finalize its revision of UNHCR's guidelines on the interpretation and application of the exclusion clauses of the 1951 Refugee Convention. The Unit will continue to work with other relevant parts of UNHCR towards further strengthening capacity in the area of exclusion and preserving the integrity of UNHCR's processes and operations, particularly those involved in refugee status determination and resettlement. In this context, the Unit hopes to complete during 2013 its ongoing work with the Global Learning Centre and other units within DIP to enhance the interviewing skills of staff engaged in refugee status determination, particularly where this involves possible exclusion from refugee status.

The **Statelessness Unit** develops doctrine and tools on statelessness and provides a range of support to field operations and external actors under UNHCR's statelessness mandate. UNHCR's capacity in this area has been reinforced through the creation of five regional statelessness officers.

During 2013, the Statelessness Unit will promote the fulfilment of pledges made by States during the December 2011 Ministerial Intergovernmental Event. This will be done through technical and operational support to UNHCR field offices and joint initiatives with regional organizations and UN partner agencies. The Unit will promote law reform and operational responses to resolve protracted situations of statelessness. It will also provide advice to field offices and external partners on the application of guidelines published in 2012 on the definition of a stateless person, statelessness status determination for stateless persons at the national level, as well as on the prevention of statelessness among children. An external global database of nationality legislation and an analysis of how such legislation corresponds to international standards for the prevention of statelessness will be expanded through cooperation with academic institutions.

The **Protection Information Unit** issues eligibility guidelines on assessing the protection needs of asylum-seekers from various countries.

In 2013, the Unit will work with partners on the production of Country of Origin Information (COI) reports and on training for research and proper use of COI. Furthermore, the Refworld database will be improved and made more user-friendly through technical and substantive adjustments, and work on a Cyrillic version of Refworld will be initiated. Finally, the Unit will liaise closely with State and non-State actors responsible for research and use of COI, with a view to promoting good practices.

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

The **Community Services Unit** focuses on providing guidance and support to field operations in developing strategies to ensure that all people of concern, in particular those who may be marginalized, are meaningfully involved in all aspects of UNHCR's operations.

In 2013, the Unit will continue to publish modules of the *Need to Know Guidance Series* on a range of themes related to UNHCR community-based protection work, as well as develop complementary training modules and strategies to support this guidance.

The **Child Protection Unit** develops strategies to ensure the protection of children of concern to UNHCR.

In 2013, a major focus for the Unit will be the roll out of UNHCR's *Framework for the Protection of Children*. Implementation of the Framework is undertaken in partnership with national authorities, child protection actors, communities

and children themselves. It involves assessing existing child protection systems, the identification of child protection risks, strengthening prevention and response mechanisms, and the development of child protection plans. In addition, UNHCR will undertake evidence-based research on community-based child protection mechanisms. Recognizing the specific protection needs of adolescents, UNHCR will pilot an adolescent-led protection initiative. The Child Protection Unit will provide targeted support to selected operations in the form of regional workshops and technical advice for the development of country-level protection plans. Capacity will be enhanced through the roll out of a child protection e-learning course for UNHCR staff.

The **Gender Equality Unit** promotes gender equality in line with the Age, Gender and Diversity approach.

In 2013, the Unit will work on extending the use of gender-disaggregated indicators to all operations, increasing the number of gender-disaggregated indicators available and producing reports on the evidence-based protection situation of displaced women. In addition, it will consolidate different methodologies to enhance participatory processes with persons of concern. The Gender Equality Unit is capitalizing on the partnerships consolidated in previous years (in particular with UN Women) to address the mainstreaming of gender.

The **Education Unit** promotes education in UNHCR's operations.

In 2013, the Unit will continue to implement its new education strategy in the 13 priority countries selected in 2012 and will extend it to seven additional countries. The Unit will also promote access to primary education and secondary education for out-of-school children, with a particular focus on girls' education. Accelerated learning programmes for older students will be expanded and will include life skills. Youth-centered programmes will be supported with an emphasis on sports and peaceful coexistence activities among communities. Tertiary education opportunities will be increased through additional scholarships and through distance education programmes. Cooperation with Ministries of Education, UN agencies, NGOs and educational institutions, will be fostered to improve coordination and information exchange. Improved data collection and analysis, initiated in 2012, will remain an area for attention to enable close monitoring of quality and impact indicators.

The **Protection Support Unit** serves to improve protection capacity and management within UNHCR. The Unit assists the Regional Bureaux and field offices to identify capacity gaps in mainstreaming protection and provides targeted support through deployments of mid-level and senior protection staff under Surge, ProCap and other deployment arrangements. It leads initiatives to help operations strengthen protection management. The Unit also ensures follow-up to the High Commissioner's 2011 Protection Capacity Initiative on Staffing, Learning and Partnerships and liaises with the IGO on inspections and Joint Inspection Unit matters.

The **IDP and Global Protection Cluster Units** support an enhanced institutional response to internally displaced person (IDP) situations in the Field, while ensuring effective representation in key inter-agency fora.

In 2013, UNHCR will finalize updating its internal IDP protection policies. In order to strengthen field support, promoting laws and policies on internal displacement at national and regional levels will be a priority. The Office will work with the African Union to develop a model law on internal

displacement, and a new project on law and institution building will support specific country initiatives. As regards durable solutions, support will be provided to the implementation of the Secretary-General's Policy Committee Decision on "Ending Displacement in the Aftermath of Conflict" in three pilot countries. In 2013, the Global Protection Cluster (GPC) will consolidate progress made in the implementation of the 2012-2014 workplan. The newly created GPC Webpage and HelpDesk will provide remote support to field operations on specialized areas. The GPC will also facilitate short-term deployments in collaboration with GPC members and stand-by partners, including a new roving ProCap coordinator. Regular dialogues will be held with field-based clusters, and GPC support missions will be planned on a needs basis.

Pillar III encompasses the Resettlement Service, the Comprehensive Solutions Support Unit and the Resource Management Unit.

The **Resettlement Service** leads and coordinates UNHCR's global efforts to implement resettlement as an important protection tool, as a durable solution, and an essential means for international responsibility sharing.

In 2013, it will work to expand the use of resettlement as a direct protection response for individuals at risk in the context of emergency situations. The Service will implement training on the use of the Heightened Risk Identification Tool and continue the delivery of the Resettlement Learning Programme. In addition, a structured and consistent approach to fraud prevention, in line with the new Resettlement Handbook, will contribute to a more robust anti-fraud system within the resettlement process. The Service will continue to make effective use of the emergency submissions mechanisms of resettlement countries through enhanced monitoring of referrals and expanded use of the Emergency Transit Facilities. The Service will also continue operating a programme supporting reunification of refugee families.

The **Comprehensive Solutions Unit (CSU)** assists the Regional Bureaux and field offices in designing and implementing comprehensive solutions strategies as well as broadening opportunities for durable solutions for refugees.

In 2013, the Unit will continue initiating and supporting initiatives aimed at realizing UNHCR's new strategy on "Bringing in an era of solutions". In utilizing innovative approaches to protracted displacement situations, including those in urban settings, CSU will examine and explore opportunities for refugees to access protection-sensitive migration opportunities as pathways to solutions. The Unit will ensure a systematic sharing of good practices in solutions through the community of practice and repository. It will also continue to administer the Voluntary Repatriation Fund in cooperation with IOM, providing technical advice to field operations and ensuring that refugees and asylum-seekers wishing to return voluntarily to their countries of origin can do so in safety and dignity. In collaboration with other Divisions, the Unit will develop guidance materials and training resources on local integration, solutions in urban areas and the elaboration of comprehensive solutions strategies. It will publish and promote the use of a revised edition of the Voluntary Repatriation Handbook.

The **Resource Management Unit** provides guidance on resource management issues to the Director, Deputy Directors and technical units and is involved in the planning and implementation of programmes, ensuring that budgetary and financial rules, regulations and procedures are adhered to. The Unit initiates and leads annual and bi-annual operations planning, is involved in administering the Division's priority activities, and facilitates monitoring and reporting on results. The Unit provides analysis of programme implementation from a financial management point of view and coordinates the Division's needs in the areas of human resources, planning and resource allocation.