



1. Name of the Division

Division of Financial and Administrative Management

2. Overall description of the division *(Define the role of the division, its strategy, its mission)*

Reporting to the Deputy High Commissioner, the Division of Financial and Administrative Management (DFAM) is responsible for safeguarding and reporting on UNHCR's financial resources. As the owner of the internal control framework, DFAM sets and maintains financial and administrative systems, policies and procedures, with the aim of promoting cost-effective and transparent use of these resources.

DFAM advises on and monitors UNHCR's overall compliance with financial regulations, rules and related internal controls and is also responsible for the preparation of the annual financial statements of UNHCR. DFAM develops financial policies and guidance, as well as management reports and accounting analysis to assist decision-making on the optimal use of resources and aims at strengthening the financial management capacity in the Operations and in Headquarters. DFAM also manages services and processes specifically related to the delivery of facilities management, global fleet management, asset management, and travel. DFAM also plays a key role in UNHCR's efforts to improve oversight and enhance fraud prevention and detection capacities as well as in facilitating UNHCR's audit preparedness and responsiveness.

Operations oversight and guidance is supported through the Regional Controllers. While reporting to the Regional Bureau Directors, the Regional Controllers maintain a strong relationship with DFAM, allowing the division to receive constant, constructive feedback from the operations, which in turn helps DFAM's ability to deliver on its mandate.

The Director of the Division serves as **UNHCR's Controller**. The Director of the Division generally reports to the Deputy High Commissioner. In his/her capacity as Controller, the Director of the Division also has a direct reporting line to the High Commissioner in respect to the application of the Financial Rules. In line with these Rules, the Controller is responsible for establishing and maintaining internal controls to ensure the financial integrity of the Organization. The Controller is a Member of the Resource Planning and Management Board and acts as Chairperson of the Headquarters Committee on Contracts (HCC), among others.

3. Organizational Structure *(Provide detailed information on the structure of each services, sections, units, Office of the Director, their functions & location)*

The Division is comprised of the **Office of the Controller**, the **Global Finance Service**, the **Treasury and Cash Service** as well as the **Global Mobility and Infrastructure Service**.

The **Office of the Controller** supports the Controller in the overall management of the Division. The **Strategic Management and Field Support Section (SMFSS)** supports the Controller in improving the financial management capacity of UNHCR by ensuring the efficient and successful implementation of initiatives relating to the financial management and control across the organization, including the development and oversight of communications and training on financial management and other related subjects.

Under the oversight of the Controller and managed by the Chief SMFSS, DFAM established a **Finance Centre of Excellence (FCoE)** to support continuous innovation and optimization in financial operations across UNHCR. In close cooperation with UNHCR Regional Bureaux (RB) and DFAM Services as Business Process Owners, the FCoE will support field operations globally in implementing financial and administrative initiatives and play an important role in DFAM's transformation, continuous improvement in financial management and oversight functions.

The **Finance and Administration Unit** ensures unified and coherent support throughout DFAM on budget and financial management, delegated human resources and procurement processes and general administration.

The **Deputy Controller**, reporting directly to the Controller, assists and represents the Controller in discharging the responsibilities of the Division in respect of all financial management issues, including corporate controlling, financial reporting, financial services, policy, and the financial internal control framework.

The **Global Finance Service (GFS)** reports to the Controller and is overseen by the Deputy Controller with the following sections located in Geneva and Budapest: the Accounts and Financial Section; the System Administration Section; the Policy and Audit Coordination Section; and the Secretariat of the Headquarters Committee on Contracts.

The **Accounts and Financial Section (AFS)** in Budapest is responsible for maintaining, monitoring, analyzing, and reporting on the statutory and management financial information used in a variety of UNHCR's reports. AFS oversees UNHCR's accounting processes and prepares key financial statements, including the annual financial statements of UNHCR and donor reports. It plays an essential role in ensuring that the Organization's financial statements comply with UN Financial Regulations, the UNHCR Financial Rules and with International Public Sector Accounting Standards (IPSAS) and strives to strengthen the quality of financial management and control in UNHCR. AFS also provides transaction processing and payment services to an increasing number of operations, with a view to further enhancing the speed and efficiency of the related processes.

The financial **System Administration Section (SAS)** in Budapest and Geneva provides financial systems support services and ensures UNHCR's ERP system and other relevant digital solutions supporting the work of DFAM remain relevant, operational, efficient and in line with the current Financial Internal Control Framework (FICF) and Delegation of Authority Plan (DOAP). The section contributes to the regular monthly and yearly financial close processes and supports the financial reporting solutions.

The **Policy and Audit Coordination Section (PACS)** in Geneva contributes to the development of corporate level policies and strategies concerning financial, accounting and administrative management, as well as the overall internal control framework. The section also provides advice and guidance to UNHCR offices worldwide on policy-related matters. PACS is also responsible for the coordination of all external audit matters and acts as the focal point in UNHCR for the relation with the United Nations Board of Auditors (BoA). In close collaboration with the Division of External Relations and the Legal Affairs Section, PACS provides DFAM's clearance on funding agreements, particularly when there is any deviation from the standard financial clauses or if there are specific requirements/clauses with financial implications.

The **HQ Committee on Contracts (HCC)** in Geneva reviews high-value UNHCR contracts to ensure compliance with rules and regulations, leads the review and development of actions driven towards improvement of committee work processes for efficient service delivery, consolidation of the annual report of HCC, RCCs, LCCs and sub LCCs, and provides support and training to colleagues at HQ or in the Operations, in respect to the Headquarters, Regional and Local Committees on Contracts.

The **Treasury and Cash Service (TCS)** in Geneva reports to the Controller. TCS provides leadership in core treasury and financial risk management, and evaluation of global treasury risk exposure, defining mitigation measures, applying best practices in global treasury management in liquidity, foreign exchange and investment management to safeguard the cash holdings of the Organization worldwide.

The **Treasury Risk Management and CBI Unit** provides integrated policy guidance for the delivery of Core Treasury Management and also related to Cash Based Interventions (CBI) embedding systems, processes, and standard operating procedures, providing expert governance to manage related treasury risks. This also involves systematically integrating CBI treasury requirements, providing global access to global financial ecosystems, devise CBI financial policy applying best practices in cash and treasury management to streamline approaches for country implementations and also Treasury delivery through more centralized approaches through the dedicated CashHub at Geneva HQ.

The **Global Banking and Liquidity Management Unit** undertakes the day-to-day cash management and payment executions, monitors performance of UNHCR's financial service providers and recommends measures when needed. The Unit closely works with the Regional Bureaux, Field Offices and HQ Divisions for selecting, establishing and terminating agreements with financial service providers at all levels of the organization, and communicate with the financial service providers for the opening and closing of the bank accounts, authorized bank signatory designation, as well as changes in terms and conditions for operating bank accounts and other correspondences required for the audit and other monitoring purposes. The Unit also administers receiving and disbursing funds to replenish UNHCR bank accounts across regions, and liaises with the Foreign Exchange and Investment Management Unit for effecting foreign exchange transactions.

The **Foreign Exchange and Investment Management Unit** reviews and analyzes trends and movements in global financial markets, developing mechanisms to mitigate foreign currency exposure. The Unit also develops and manages policies, mechanisms and processes for investments. The Unit conducts the foreign exchange transactions for currencies required for the operational needs as well as to mitigate currency risks, and also conducts the investment activities with the counterparty financial institutions to safeguard UNHCR's fund and maintain the required reserve of funds for intended operational, medical and staff benefit related purposes.

The **Compliance with Sanctions and Regulatory Requirements Unit** reviews and analyzes UNHCR's vendors and other payment beneficiaries to comply with the United Nations and major countries' sanctions regimes and regulations and conducts screening of vendor data against the sanctions lists using the robotic process automation application. The Unit follows up with UNHCR internal counterparties and financial institutions for the sanction related issues as well as to provide requested information for compliance and *Know Your Customer* related inquiries. The Unit also instructs the financial institutions to execute payments with a nexus to the sanction regimes to ensure the payments are executed in compliance with the sanction regimes while fulfilling the operational needs to meet the payment obligations without delay.

The **Global Mobility and Infrastructure Service**, based in Geneva and Budapest, reports to the Controller. The Service includes the Global Fleet Management Section, the UN Fleet, the Global Infrastructure Section, the Global Travel Section, the Greening and Sustainability Team as well as the Green Financing Facility.

The **Global Fleet Management Section (GFM)**, through its Global Fleet Management Team and Fleet Technology Support Team, provides our operations with appropriate, safe and reliable light vehicles by managing the UNHCR global fleet, including the acquisition, equipment, fitting, storage and shipping of vehicles under the vehicle rental scheme; the global vehicle insurance contracts and claims; deployment of vehicle tracking systems and communication systems; plus driver and fleet staff training. The Road Safety Team works with community partners, shares knowledge and promotes road safety best practices. The Global Asset Management Unit (AMU) contains Operations and HQ AMU Support Teams which have outposted teams in the regional offices in Jordan, Kenya, Senegal and Panama. It ensures effective stewardship of UNHCR's Property, Plant and Equipment (PPE) and supports compliance with the Organization's policies, procedures and guidelines on asset management. The unit is also responsible for the provision of disposal and auctioning services within UNHCR and to other agencies globally. The AMU team also delivers and monitors Armoured Vehicle (AV) Inspections plus AV spare parts supply, as well as vehicle workshop inspections and vehicle related technical incident support to all operations.

The **UN Fleet** is a collaborative initiative/partnership between WFP and UNHCR which is driven by the principles of UN Reform. Taking advantage of their combined experience, vehicles are leased to the wider UN family from a single point of contact, the UN Fleet Management Team.

The **Global Infrastructure Section (GIS)** is responsible for the management and coordination of building and facilities management at Headquarters through the HQ Facilities Team and provides guidance to our operations regarding acquisition or rental of land and buildings through the Global Facilities Support Team. This team also provides technical support on engineering matters related to property, building and leasing projects and maintains a database of UNHCR's land and buildings, either owned or under the right-of use agreements, as well as lease agreements. The UNHCR Shop supports country offices worldwide with visibility items needed for protection purposes. The shop also supplies promotional items to operations and staff, which supports and raises awareness of refugee issues.

The **Global Travel Section** is responsible for the definition of the strategy, procedures and systems to provide effective and client-oriented travel services across the Organization. Through its Travel and Visa Team it supports our operations in the implementation of the travel policy and is responsible for the deployments of global airline and travel agencies contracts. It also provides end-to-end administration of official travel originating from Headquarters.

The **Greening and Sustainability Team** is dedicated to enhancing the organization's environmental practices and reducing UNHCR's CO2 emissions from buildings, fleet and travel. The Team focusses on monitoring UNHCR's energy usage using standardized metering systems, implementing environmental reporting

in country operations, and striving to minimize the carbon footprint of UNHCR activities. Furthermore, the team is spearheading a holistic communication, data management, policy, and behavior change initiative aimed at boosting energy efficiency, minimizing waste, and fostering environmental engagement throughout UNHCR. Additionally, the **Green Financing Facility Team** enables UNHCR to transition to renewable energy using an innovate financing approach.
