



LEGEND
Locations

- Geneva
- Copenhagen
- Budapest
- Other locations

1. Name of the Division

EXECUTIVE DIRECTION AND MANAGEMENT

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

Elected by and reporting to the United Nations General Assembly, the High Commissioner performs functions as described in UN General Assembly resolution 428 (V) of 14 December 1950 in order to administer and direct the work of the Office of the High Commissioner for Refugees in the performance of its mandate.

UNHCR's **Executive Direction and Management (EDM)** reports to the High Commissioner and includes the **Deputy High Commissioner**, the **Assistant High Commissioner for Operations**, the **Assistant High Commissioner for Protection**, the **Chef de Cabinet** and their staff. The organigramme and the narrative below provides further details on the different Divisions, Bureaux and Entities reporting to this senior executive team. The Executive Office ensures management and accountability, while providing the vision for the organization and setting operational priorities and strategies.

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

The **Deputy High Commissioner (DHC)** oversees and provides strategic leadership for all functions related to the managerial, financial, and administrative running of the Office. The Controller and Director of the Division of Financial and Administrative Management, as well as the Directors of the Divisions of External Relations, Human Resources (including the Senior Advisor on Inclusion, Diversity and Gender), Strategic Planning and Results and Information Systems and Telecommunications report directly to the DHC, who also supervises the Head of the Legal Affairs Service, the Office of the Ombudsman, the Chief Risk Officer, the Transformation and Change Service, the Head of UNHCR Innovation Service, Copenhagen Global Service Centre, Budapest Global Service Centre, and the Senior Coordinator on Sexual Exploitation, Abuse and Sexual Harassment.

The Assistant High Commissioner for Operations (AHC-O) oversees and ensures strategic leadership and direction for all UNHCR operations in the field, the seven Regional Bureaux, the Division of Resilience and Solutions, the Division of Emergency, Security and Supply, the Principal Adviser on Internal Displacement and the Special Adviser on Climate Action.

The **Assistant High Commissioner for Protection (AHC-P)** ensures that protection focus is instilled into all aspects of UNHCR's work, oversees the development and implementation of protection policy and legal standards, and coordinates high-level advocacy on protection matters. The AHC-P oversees the activities of the Division of International Protection and maintains an overview of implementation of the Global Compact on Refugees including ensuring follow-up to the Global Refugee Forum. The AHC-P provides guidance on protection policy and on communications relating to protection to Regional Bureaux and to all Divisions/Entities. The AHC-P works closely with the AHC-O to provide overall strategic direction for operational protection aspects of UNHCR's work.

The **Chef de Cabinet (CdC)** coordinates the work of the Executive Office, as well as the workings of the Senior Management Committee and assists the High Commissioner in the development and follow up to the strategic directions of the organization, and in its leadership, management and oversight roles linked to the work of the Inspector General's Office, Evaluation Service, Ethics Office, the NY Liaison Office, and the Office of the Director of Change Management. The Governance Service and Global Data Service report directly to the CdC.

The **Ethics Office** ensures that all individuals of UNHCR's workforce observe and perform their functions with the highest standards of integrity, by fostering a culture of respect, transparency and accountability throughout the Organization as required by the UN Charter, the UNHCR Code of Conduct, and UN Staff Regulations and Rules. It develops ethical standards in collaboration with the UN Ethics Office and the UN Ethics Panel; promotes and disseminates ethics-related policies; and provides guidance to staff members and senior management on ethical standards and dilemmas to address to prevent problems before they emerge. It coordinates the annual refresher courses on the Code of Conduct in UNHCR operations globally; oversees the policy on protection from retaliation for individuals who report misconduct or participate in audits, inspections, investigations, inquiries, or the work of the Ombudsman; and administers the Financial Disclosure Programme.

The **Evaluation Office** manages the centralized evaluations primarily focusing on the implementation of policies, strategies, programs and themes of corporate significance and on Level 3 emergency operations. The Evaluation Office provides also support, guidance and quality assurance over decentralized evaluations commissioned by Divisions, Regional Bureaux and/or Country offices. Following the decentralization and regionalization, some Regional Bureaux host Evaluation experts. The Office provides independent and objective assurance and advice to the High Commissioner on the implementation of policies, strategies and on the effectiveness of emergency responses.

The **Global Data Service (GDS)** is an independent cross-organizational service established in 2020 taking on a key role in realizing UNHCR's Data

Transformation Strategy 2020-2025 and its vision of establishing UNHCR as a trusted leader on data and information related to forcibly displaced and stateless persons. The Service enables and supports the timely and effective collection, analysis, and use of operational data in close collaboration with other Divisions and Services, “Data, Identity Management and Analysis (DIMA)” Units in the Regional Bureaux and field operations. The Service aims to elevate data governance, data management capacity, provide data standards and upscale statistical capacity. It seeks to enhance corporate data systems and improve the consolidation and usability of data for operational and strategic decision-making. The Service also aims to strengthen UNHCR’s registration and digital identity capacity whilst ensuring the protection of personal data of UNHCR’s persons of concern.

The **Governance Service** is responsible for maintaining an effective relationship between UNHCR’s Executive Committee (ExCom) and UNHCR. The Service interacts closely with the Senior Executive Team and with other Services, Divisions and Regional Bureaux as well as with external stakeholders and manages all aspects of the work of ExCom, including the annual ExCom session, Standing Committee meetings, informal consultations and briefings, while keeping the ExCom Bureau engaged and abreast of important developments in UNHCR. The Service also provides editorial and translation services and protocol advice for the documentation of ExCom meetings, all other governance-related documentation and the High Commissioner’s correspondence, including letters of accreditation.

The **Transformation and Change Service** (TCS), created in 2020, aims to improve UNHCR’s ability to (a) design and manage strategic initiatives, (b) optimize systems and processes of the organization, (c) develop and implement policy and guidance, (d) integrate culture in a model of organization change that balances strategy, culture and operating model, and (e) play a facilitative and supportive role in internal change management processes and initiatives. Working in collaboration with Office of the Director of Change Management, TCS operates as an internal management consulting service, consisting of an in-house core team responsible for supporting the Senior Executive Team, Divisions, Bureaux and other entities to align organizational performance and change initiatives with the High Commissioner’s Strategic Directions. The core team is complemented by external subject-matter experts when such need arises.

The **Inspector General’s Office** (IGO) provides the High Commissioner with independent and effective assurance and oversight of UNHCR’s activities and operations; and supports the upholding of an environment of integrity by contributing to the maintenance of the highest standards of personal and professional conduct by UNHCR workforce. The IGO conducts investigations into misconduct, as well as inquiries into matters that present, or may present, a high risk to the organization. It also facilitates coherence of internal and external oversight functions to avoid duplication and prevent gaps in coverage and performs meta-analysis of oversight findings. The IGO is guided by the fundamental values of respect, confidentiality, impartiality, fairness and due process.

The **New York Liaison Office** (NYLO) represents UNHCR at UN Headquarters in New York by promoting the Organization’s policies, strategic

priorities and advocacy messages. NYLO promotes the needs of people forced to flee and stateless people through participation in fora on humanitarian reform and financing, maintaining international peace and security, protection of civilians, human rights mainstreaming, and sustainable development, as well as other relevant New York-led initiatives. NYLO contributes to the formulation of resolutions by the Security Council, the General Assembly, and its subsidiary bodies, as resolutions pertain to forcibly displaced and stateless persons. It also provides input to reports of the Secretary-General and other strategic reviews. Through collaboration with NGO partners, key UN Secretariat entities, and agencies, funds and programmes in New York, NYLO provides strategic advice to the High Commissioner on evolving political and policy matters that may affect the work of UNHCR.

The **Enterprise Risk Management (ERM) Service** supports managers and staff at all levels of the Organization in discharging their responsibilities in respect of UNHCR's ERM policy. To further enhance UNHCR's risk management culture, it promotes the application of sound risk management processes; disseminates risk information and best practices across the organization; and ensures the availability of training programs in risk management for all staff. The ERM Service works closely with a network of Senior Risk Advisors and risk management focal points across the Organization to decentralize the capacity for managing risk both in the Field and at Headquarters.

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 Organization's legal affairs. This includes advising on various legal aspects of UNHCR's operations and activities, as well as preparing agreements regulating UNHCR's relations with hosting countries and other entities; procurement and commercial contracts; and claims and disputes involving the Organization's operational activities. LAS also works to reduce potential financial and other types of loss through legal risk analysis; protects the interests of the Organization in internal administration of justice proceedings; and contributes to ensuring that UNHCR's activities are carried out in accordance with its internal regulatory framework and relevant law.

The **Innovation Service** is an interdivisional initiative launched in 2012 and officially established as a unit in December 2014 for creating and disseminating new ideas and knowledge within UNHCR. It works at integrating fresh perspectives on education, energy, communications, shelter, and livelihoods. The Innovation Service's approach has three facets: i) amplify innovations already happening within UNHCR; ii) connect innovators within UNHCR to resources, to one another, and to external partners and mentors; and iii) explore innovations happening outside the Organization and looking for ways to adapt existing innovations to the needs of forcibly displaced and stateless persons.

The **Office of the Ombudsman and Mediator** provides a confidential, impartial, and independent service for the informal resolution of work-related problems and conflicts. It offers an informal alternative to formal complaint-handling systems, such as the Inspector General's Office, the Management Evaluation Unit or the United Nations Dispute and Appeals Tribunals. Recourse to the Ombudsman is voluntary and strictly confidential. Wherever possible, the Ombudsman helps individuals to develop new ways to solve problems themselves and works primarily through negotiation, influence, personal powers of persuasion and good practice.

To inform its leadership management work, the Executive Office consults with the **Global Staff Council** which serves as the principal organ of the UNHCR Staff Association. The key role of the UNHCR Global Staff Council is to promote and safeguard the rights, interests, and welfare of all UNHCR staff members and to ensure that the conditions of employment and work are in accordance with the principles laid down in the Charter and the Staff Regulations of the United Nations. Currently, the Global Staff Council comprises the seven members elected globally through secret ballot, the seven Chairpersons of the Regional Staff Associations, and a representative of Headquarters locations for a total of fifteen members. Once established, the Global Staff Council elects its own officers including a Chairperson, two Vice-Chairpersons, a Secretary and a Treasurer. All staff members of UNHCR holding a contract of at least three months are considered members of the UNHCR Staff Association. Affiliate Workforce personnel are considered as Affiliate members. All offices are encouraged to establish a Staff Association at the Field, Country or Regional Bureau level, in order to ensure proper representation of the entire UNHCR personnel.
