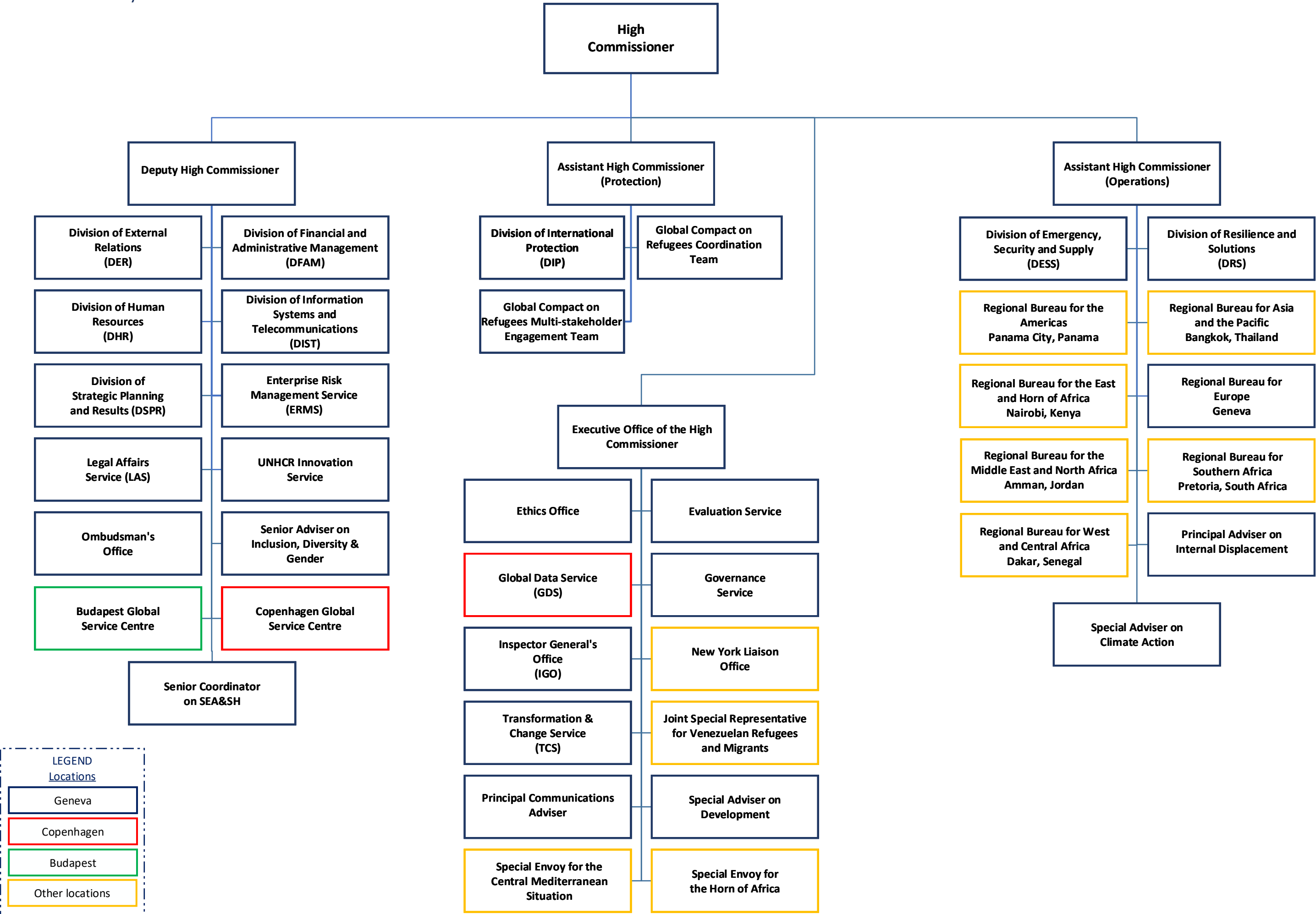


UNHCR Headquarters Organizational Structure
as of January 2021



EXECUTIVE DIRECTION AND MANAGEMENT

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.

The **Executive Direction and Management (EDM)** comprises the **Deputy High Commissioner**, the **Assistant High Commissioner for Operations**, the **Assistant High Commissioner for Protection**, the **Chef de Cabinet**, and their staff as well as the **Executive Office** of the **High Commissioner** that oversees the Global Data Service, the Office of the Inspector General, the Ethics Office, the Evaluation Service, the Governance Service, the Transformation and Change Service, the New York Liaison Office, the Special Adviser for Development, the Special Envoy for the Central Mediterranean Situation, the Special Envoy for the Horn of Africa and the Joint (with IOM) Special Representative for Venezuelan refugees and migrants in the region and the Principal Communications Adviser. The **Executive Office** crafts a clear and consistent corporate vision, sets operational priorities and strategies and oversees UNHCR's activities worldwide. It engages directly with donors and States at the highest level to secure political and financial support for UNHCR.

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, 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 Ombudsman, the Chief Risk Officer, the Head of UNHCR Innovation Service, Copenhagen Global Service Centre, Budapest Global Service Centre, the Senior Coordinator on Sexual Exploitation, Abuse and Sexual Harassment and the Senior Advisor on Inclusion, Diversity and Gender.

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 communications to Regional Bureaux, the Division of Strategic Planning and Results, the Division of Resilience and Solutions and the Division of External Relations. The AHC-P works closely with the AHC-O to provide overall strategic direction for operational protection aspects of UNHCR's work.

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 in order 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 Service** (ES) manages the centralized evaluations primarily focusing on the implementation of policies, strategies, programs and themes of corporate significance and on Level 3 emergency operations. ES provides also support, guidance and quality assurance over decentralized evaluations commissioned by Divisions, Regional Bureaux and/or Country offices. Following D&R, some Regional Bureaux host Evaluation experts. The Service 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 refugees and other persons of concern. 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. TCS replaces the Office of the Director of Change Management including its organizational development component. 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 organisation. 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 of concern 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 people of concern. 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.

UNHCR **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. UNHCR Innovation'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 people of concern.

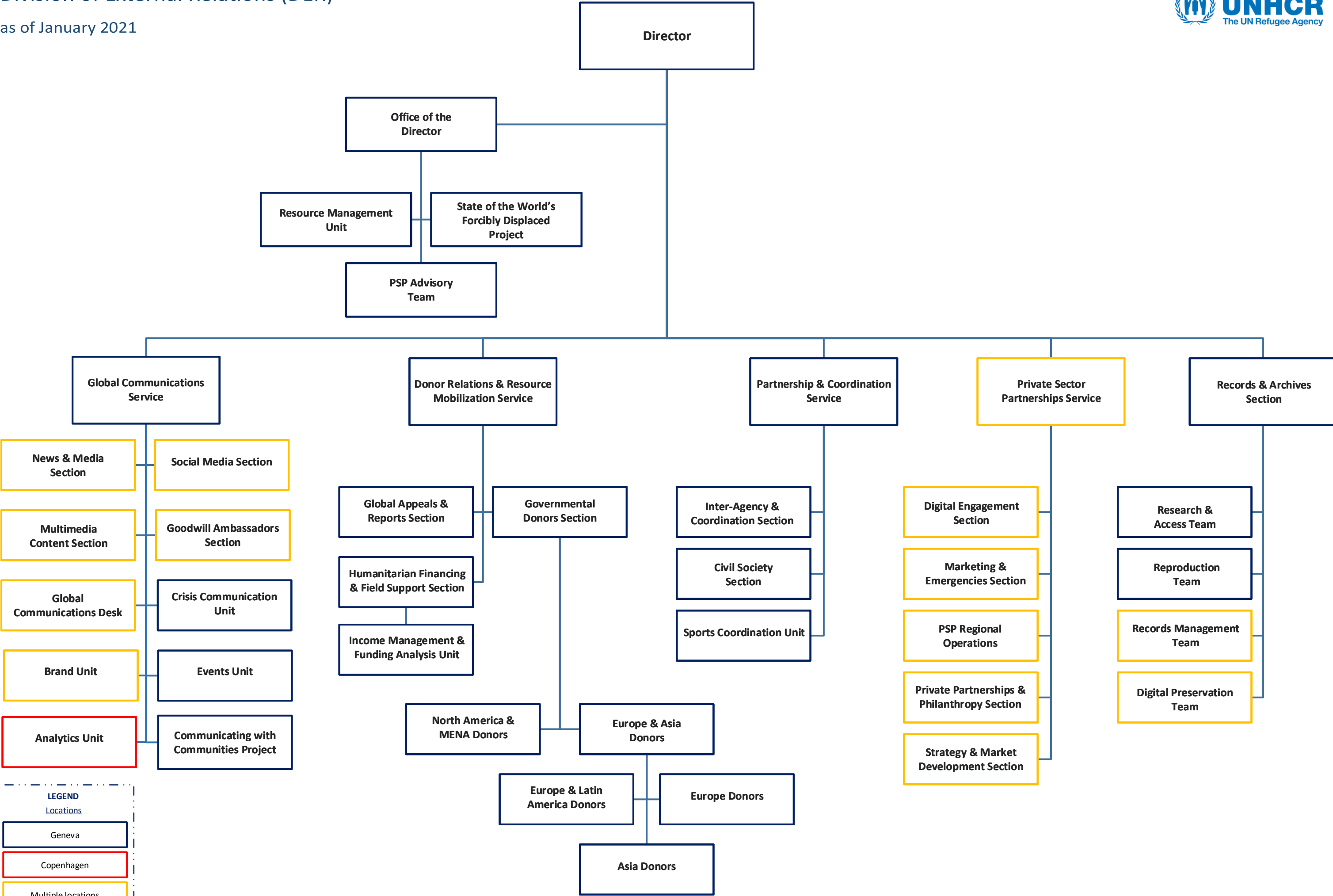
The **Ombudsman's Office** provides a confidential, impartial and independent service for the informal resolution of work-related problems and conflicts. It offers an informal alternative to formal complaint-handling systems, such as the Inspector General's Office, the Management Evaluation Unit or the 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.

The Staff Council serves as the principal organ of the UNHCR Staff Association. 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. Currently, the Staff Council comprises up to 11 members elected globally through secret ballot. Once established, the Staff Council elects its own officers including a Chairperson, two Vice-Chairpersons, a Secretary and a Treasurer. With the recent regionalization, it is envisaged for 2021 that the Staff Council will broaden its composition to include members elected in each region.

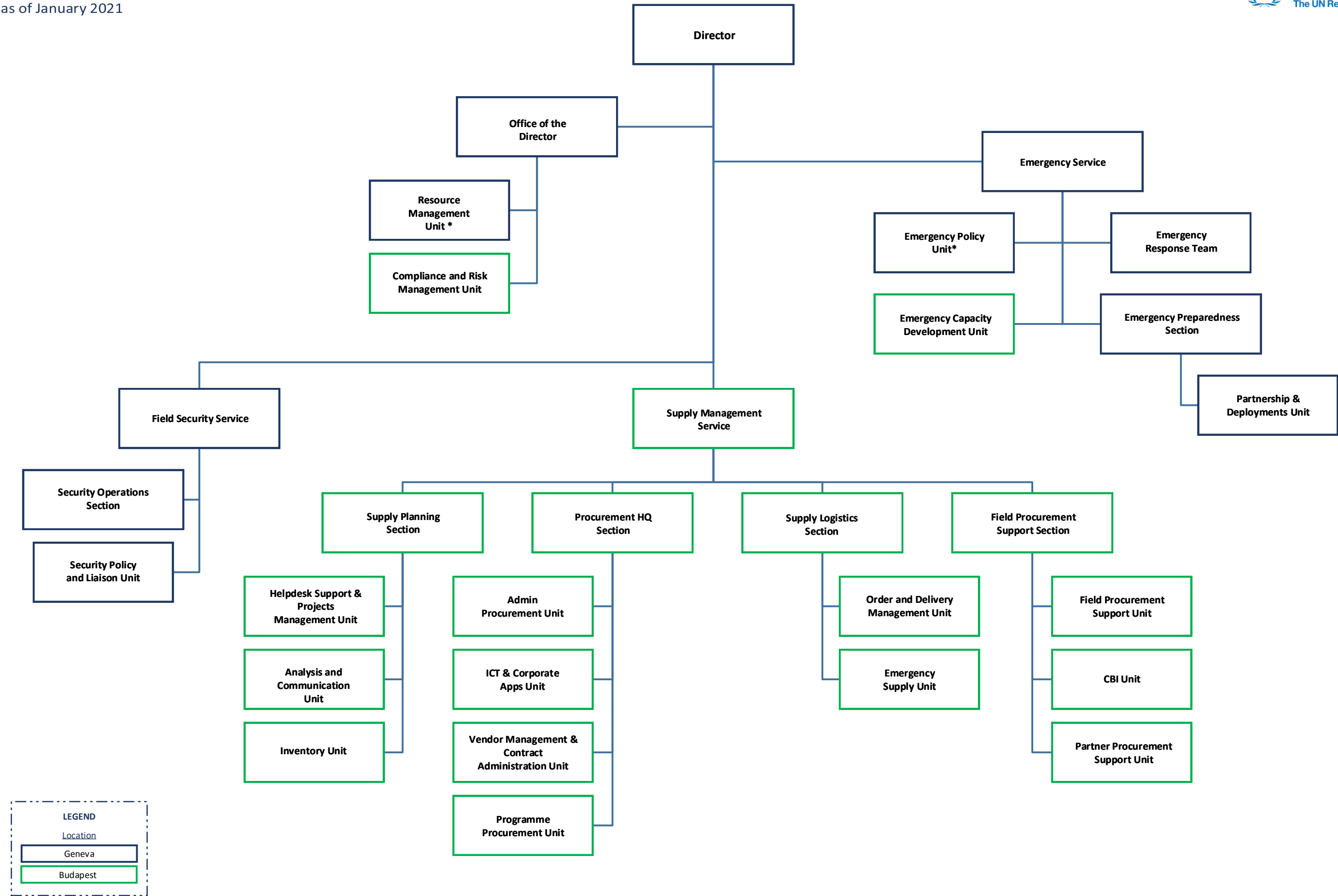
The key role of the UNHCR Staff Council is to promote and safeguard the rights, interests and welfare of all UNHCR staff members and to ensure that the conditions of employment and work are in accordance with the principles laid down in the Charter and the Staff Regulations of the United Nations. All offices are encouraged to establish a Staff Association at the Field, Country or Regional Office level, in order to ensure proper representation of the entire UNHCR personnel.

Division of External Relations (DER)

as of January 2021



DER Narratives on progress



*Also has positions located in Budapest

DIVISION OF EMERGENCY, SECURITY AND SUPPLY (DESS)

Reporting to the AHC-O, DESS is responsible for providing strategic direction, support and oversight to Regional and Country Offices in relation to emergency preparedness and response, supply chain management, and the security of personnel, premises, assets and operations.

Within the context of Decentralized Regional Bureaux structure, DESS provides advice, oversight, guidance and support to the Regional Bureaux and country operations in the areas assigned to the Division, namely in emergency preparedness and response, security and supply management, as follows:

- The **Emergency Service (ES)** supports Regional Bureaux to undertake the hazard identification and monitoring, risk analysis and preparing to immediately and effectively respond to possible displacement. This includes providing capacity-building support to Regional Bureaux to undertake the necessary preparedness response roles as well as implement UNHCR's Emergency Policy, while keeping the global Emergency roster capacity centralized.
- **Field Security Service (FSS)** provides oversight, technical support and guidance and tracks global trends offering functional support to Regional Security Units situated in the seven Regional Bureaux. DESS FSS offers advice to UNHCR Senior Executive Leadership as it promotes a security culture throughout the Organization.
- The **Supply Management Service (SMS)** provides oversight, technical support and guidance to the Regional Supply Units in the seven Regional Bureaux as the country operations. SMS offers end-to-end supply chain management system and is part of the broader UNHCR's transformation processes. Its aim is to further automate and simplify systems to support faster, streamlined processing as well as ensuring digital seamlessness with other automated processes.

Organizational Structure

The DESS Director's Office pursued strategic coherence as well as direction and guidance by and among the three Services. The Director actively advocates for effective emergency preparedness and emergency response in line with the Emergency Policy. The Director is UNHCR's security representative for UNDSS, supported by the Head of FSS, and represents UNHCR in relevant inter-agency supply fora, supported by the Head of SMS. The Director represents UNHCR in the IASC Emergency Directors Group (EDG) to support effective, timely and coordinated emergency response.

The DESS Director is supported by the **Resource Management Unit (RMU)** to manage the resources of the Division, including staffing, operational and administrative budgets. In addition, the Compliance and Risk Management Unit (CRMU) is responsible for coordinating audit activities and following up on recommendations, monitoring the implementation of Supply Policy to promote compliance, maintaining DESS risk registers and undertaking quality management related to Core Relief Items (CRI).

The structure of the Division of Emergency, Security and Supply is designed to monitor the global situation in relation to hazards and risks, and where necessary strengthen UNHCR's emergency preparedness and response capacity by capitalizing on the synergies of the three Services:

- Emergency Service (ES);
- Field Security Service (FSS);
- Supply Management Service (SMS);

Emergency Service

The Emergency Service has the overall responsibility for providing guidance and supporting the emergency preparedness and response capacity of the Organization in line with Refugee Coordination Model (RCM) for refugee crises and the inter-agency framework of the for IDP crises, within the framework of UNHCR's Policy on Emergency Preparedness and Response (UNHCR/HCP/2017/1/Rev.1). The Emergency Service comprises the following areas:

- The **Emergency Standby Team**, led by the Principal Emergency Coordinator, comprising colleagues with multi-functional profiles who can be immediately deployed according to operational needs and support cluster leadership, inter-agency coordination, protection and operational delivery. The Emergency Standby Team contributes to address preparedness gaps and support contingency planning prior to the outset of an emergency. The Standby Team provides rapid and effective response to ensure the centrality of protection, with community-based and Age, Gender and Diversity approaches as well as with a particular focus on Child Protection and the prevention of Sexual and Gender-Based Violence from the outset of the emergency. The Emergency Standby Team reports to the DESS Director, through the Principal Emergency Coordinator.
- The **Emergency Policy and Capacity Development Section** strives to build capacity to prepare and respond to emergencies, and as necessary, further elaborate guidance to support the implementation of the Emergency Policy. The Section works closely with the Global Learning and Development Centre (GLDC) of DHR on the design and delivery of the Workshop on Emergency Management (WEM), the Senior Emergency Leadership Programme (SELP) and other emergency related training, based on Bureau, country operations and situational learning needs. The Section supports Joint Senior Level Missions (JSLM) and Real-time Reviews, and on an annual basis produces a lessons-learned report describing recurrent shortcoming and achievements in emergency preparedness and response. These reviews drawn from field experience are incorporated into emergency policy guidance, training and capacity development and internal procedures. The UNHCR Emergency Handbook is a mechanism to provide emergency guidance to UNHCR staff and partners globally.
- The **Emergency Preparedness Section** (EPS) is responsible for establishing global standards and tools to support UNHCR's and inter-agency activities on preparedness for refugee and IDP emergencies. It offers functional support to the development of country-specific emergency preparedness plan, including the High Alert List for Emergency Preparedness (HALEP), offering a global trends and analysis regarding emerging risks and identifying and responding to preparedness gaps. It represents UNHCR in the IASC Reference Group on Risk, Early Warning and Preparedness, including the early warning working group and Emergency Response Preparedness (ERP) work stream.

The **Emergency Deployments and Partnership Unit**, which is an integral part of EPS, manages internal emergency deployments drawn from the Emergency Response Team (ERT) roster, the Senior Corporate Emergency Roster (SCER), the functional rosters, as well as other emergency staffing deployments. It coordinates the selection of candidates for the Workshop on Emergency Management and the ERT. It also coordinates the deployment of standby partners' staff and collaborates with the Field on deployment of the service packages by the International Humanitarian Partners' (IHP) members. The Section further manages partnerships with UNHCR's extensive network of NGOs, governments and civil response partners that have emergency standby partnership agreements with UNHCR.

Field Security Service

The Field Security Service (FSS), led by a Head of Service, is responsible for providing global advice and support on security and safety issues. FSS deploys Field Security Advisers (FSAs) including one with special engineering skills in support of country/regional operations. The Service develops and promulgates, in coordination with DIP and other Divisions, guidance on safety and security of persons of concern to be used by all colleagues and implementing partners.

The Head of FSS directly supervises a team of eight security advisers at Headquarters. FSS has also functional oversight over Field Security/Safety advisers part of the new Regional Bureaux. FSS also closely works with the Global Learning and Development Centre of DHR to determine and approve the content of global security learning programmes.

FSS is responsible for security oversight and, through UNHCR's Security Steering Committee (SSC), facilitates conduct of reviews of high-risk operations, monitors compliance with security risk management measures determined and supports unanticipated security-related needs. FSS represents UNHCR's security interests in the Inter-Agency Security Management Network (IASMN) and through all the associated working groups of the UN Security Management System. It is a member of the Saving Lives Together Oversight Committee to support partners and NGO personnel and is the organizational focal point for Programme Criticality and a member of the Programme Criticality Coordination Team. It also serves as focal point for UN Civil Military Coordination.

Supply Management Service (situated in Budapest Global Service Centre)

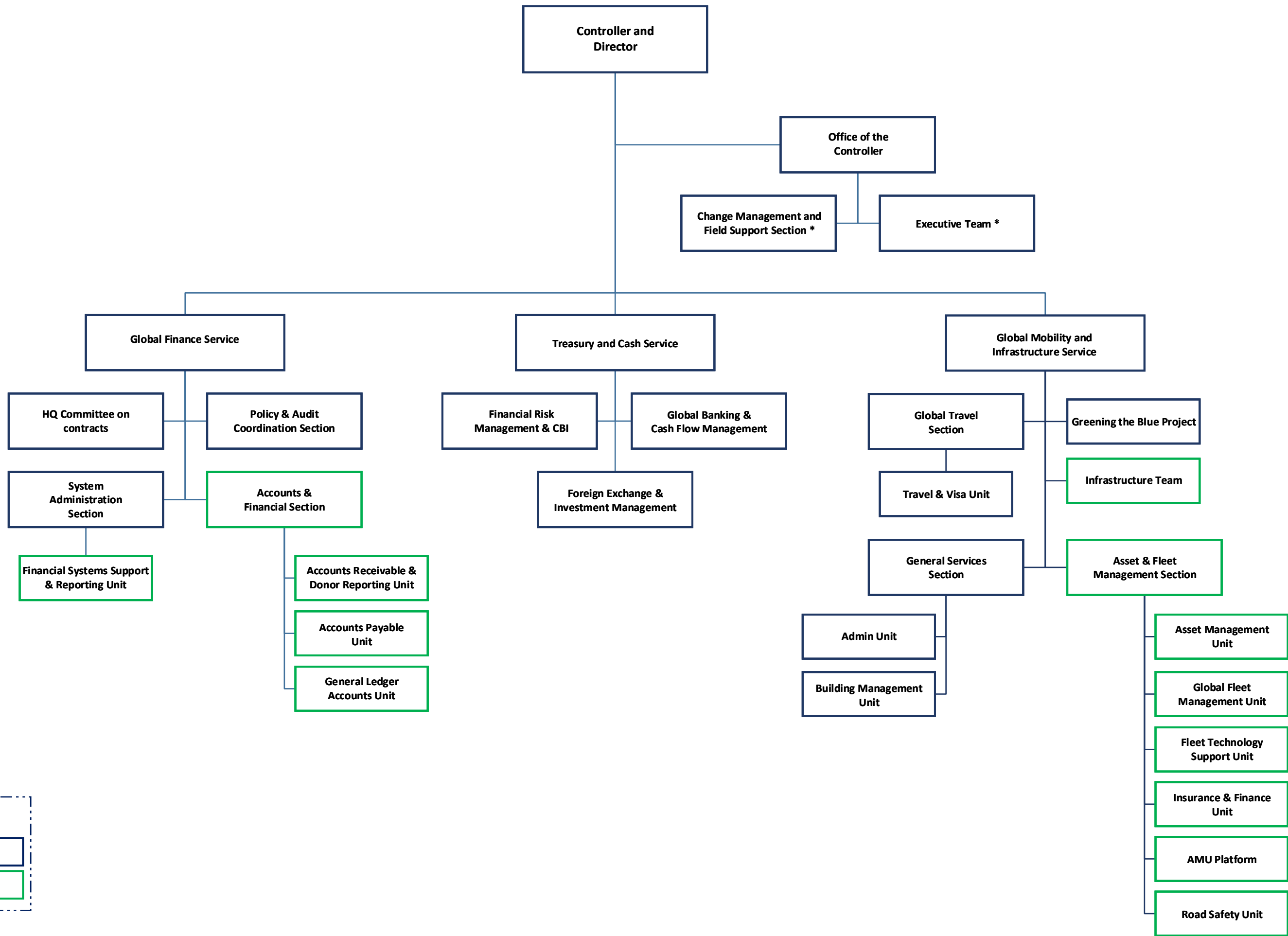
The Supply Management Service (SMS), led by a Head of Service, is responsible for sourcing, procuring, warehousing and delivery of Core Relief Items to operations. SMS has the overall responsibility for developing standards and procedures for supply chain processes including procurement (in coordination with other relevant Divisions including DFAM), and all issues pertaining to procurement processes, market research, tendering and sourcing, and vendor management. It also collaborates on behalf of UNHCR with the Common Procurement Activities Group (CPAG), a forum for local procurement cooperation between Geneva-based UN organizations. SMS represents UNHCR in the High-Level Committee on Management Procurement Network (HLCM PN).

SMS is composed of:

- The **Supply Logistics Section (SLS)** is comprised of the Emergency Supply Unit, the SMS/Global Stockpile Management platforms, the Order Management Unit and Delivery Management Unit. SLS manages global frame agreements for the purchasing and ordering of CRIs and other non-food items. The Section is responsible for the inventory and management of the Global Stockpile Management (GSM) platforms, located in Accra, Amman, Copenhagen, Douala, Dubai, Kampala (until 31 March 2021), Nairobi, Panama. SLS responds to requests for Core Relief Items and ensures their successful and timely delivery to operations, including airlifts. SLS supports the development of rosters and deployment of supply staff to emergency operations.
- The **Supply Planning Section (SPS)** supports HQ divisions, the Regional Bureaux and the field operations with three main functions: Warehouse and Inventory Management, MSRP Helpdesk Support and Project Management, and Data Analysis and Communications. SPS supports end-to-end inventory supply chain and provides guidance to field operations, based on demand forecasts, available stock and sourcing plans, and historical supply and operational data. SPS, in coordination with the Regional Bureaux, provides functional support to UNHCR country operations for comprehensive, accurate and up-to-date information on inventories maintained at warehouses, assists in mapping relevant supply chain elements for their integration into corporate systems. SPS works on behalf of the Service to provide reporting products reflect the overall volume of supply chain undertakings.
- The **Procurement Headquarters Section (PHS)** conducts international procurement actions of goods and services to timely meet the needs of Headquarters Divisions and entities, including DESS-procured items such as CRIs and logistic contracts. The Section is responsible for the HQs consolidated procurement Plan and manages submissions to the Headquarter Committee on Contracts (HCC) and other procurement review authorities as per the applicable Procurement Rules. The Section also supervises a Vendor Management and Contract Administration Unit which maintains a vendor data database.

In collaboration with the Field Procurement Support Section, PHS updates and disseminates procurement policy and guideline materials. The Section represents UNHCR in the UN Common Procurement Activities Group (CPAG) and supports UN common procurement activities. The section coordinates with requesting units and the compliance risk management unit (CRMU) to confirm that products procured centrally meet quality standards with the established environmental and corporate social responsibility standards.

- The **Procurement Field Support Section (PFSS)** provides guidance to UNHCR field operations by analysing case submissions for thresholds exceeding Regional Committee on Contracts (RCCs) to HQ Committee on Contracts and presenting cases on behalf of Regional Bureaux and operations. It supports global Supply workforce capacity development by working closely with the GLDC. This includes the Supply Chain Certification programme, which is a functional eligibility requirement for international supply posts. PFSS supports Cash-based interventions (CBI) implementation jointly as part of UNHCR CBI Procurement Working Group and provides guidance at the various stages of the CBI procurement process. The Section also reviews country operations' Partner Pre-Qualification for Procurement (PQP) to ensure compatibility with the UNHCR's procurement rules and regulations.



*Also has positions located in Budapest

DIVISION OF FINANCIAL AND ADMINISTRATIVE MANAGEMENT (as of 19 February 2021)

Reporting to the Deputy High Commissioner, the Division of Financial and Administrative Management (DFAM) is responsible for safeguarding and reporting on the financial resources entrusted to UNHCR. As the owners of the internal control framework, the Division 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 use of resources and aims at strengthening the financial management capacity in the Field and in Headquarters. DFAM also manages services and processes specifically related to the delivery of facilities management, global fleet management, asset management, and travel. It also plays a key role in UNHCR's efforts to improve oversight and audit mechanisms.

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

The Director of the Division serves as the UNHCR's Controller. The Controller generally reports to the Deputy High Commissioner. He also has a direct reporting line to the High Commissioner in respect to the delegated authority for the application of the Financial Rules. In line with Article 10 of 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.

Organizational Structure

The Division is comprised of the **Office of the Controller**, the **Global Finance Service**, the **Global Mobility & Infrastructure Service** and the **Treasury and Cash Service**. The **Office of the Controller** supports the Controller in the overall management of the Division and oversees the **Change Management and Field Support Section** (CMFSS). CMFSS supports the Controller in improving the financial management capacity of UNHCR by ensuring the efficient and successful implementation of initiatives relating to financial management and control across the organization, including development and oversight of communications and training on financial management and other related subjects.

The **Deputy Controller**, reporting directly to the Controller, oversees the **Global Finance Service** with the following Sections in Geneva and partly in 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)** is responsible for the preparation of statutory and management financial information used in a variety of UNHCR's reports, e.g. UNHCR financial statements and donor reports. It plays an essential role in ensuring that the Organization's financial

statements comply with UN/UNHCR Financial Regulations and Rules and strives to strengthen the quality of financial management and control in UNHCR. It also provides payments services to Europe locations.

The **System Administration Section (SAS)** provides financial systems support services and administers role-based access rights to UNHCR's ERP system, ensuring the application of the current Financial Internal Control Framework (FICF) and Delegation of Authority Plan (DOAP).

The **Policy and Audit Coordination Section (PACS)** coordinates and provides advice on DFAM policy development and interpretation, organizational management of the external audit, and financial inputs to funding agreements.

The **HQ Committee on Contracts (HCC)** reviews UNHCR contracts with significant amounts to ensure compliance with rules and regulations, provides support and training to colleagues at HQ or in the Field, strengthens capacity of Headquarters, Regional and Local Committees on Contracts to increase efficiency.

The **Global Mobility & Infrastructure Service** includes the General Services Section, the Assets and Fleet Management Section, the Global Travel Section, the Infrastructure Team and the 'Greening the blue' Project, based in Geneva and Budapest.

The **General Services Section (GSS)** is responsible for management and coordination of building and facilities management at Geneva Headquarters.

The **Assets and Fleet Management Section (AFMS)** comprises the Global Fleet Management Unit; the Fleet Technology Support Unit; the Insurance and Finance Unit; the AMU Platform; and the Road Safety Unit. The Section 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. AFMS is responsible for providing field operations with appropriate, safe and reliable light vehicles by managing: the UNHCR global fleet, including the acquisition and disposal of vehicles; the vehicle rental scheme; the global vehicle insurance contracts; deployment of vehicle tracking systems; and driver and fleet staff training.

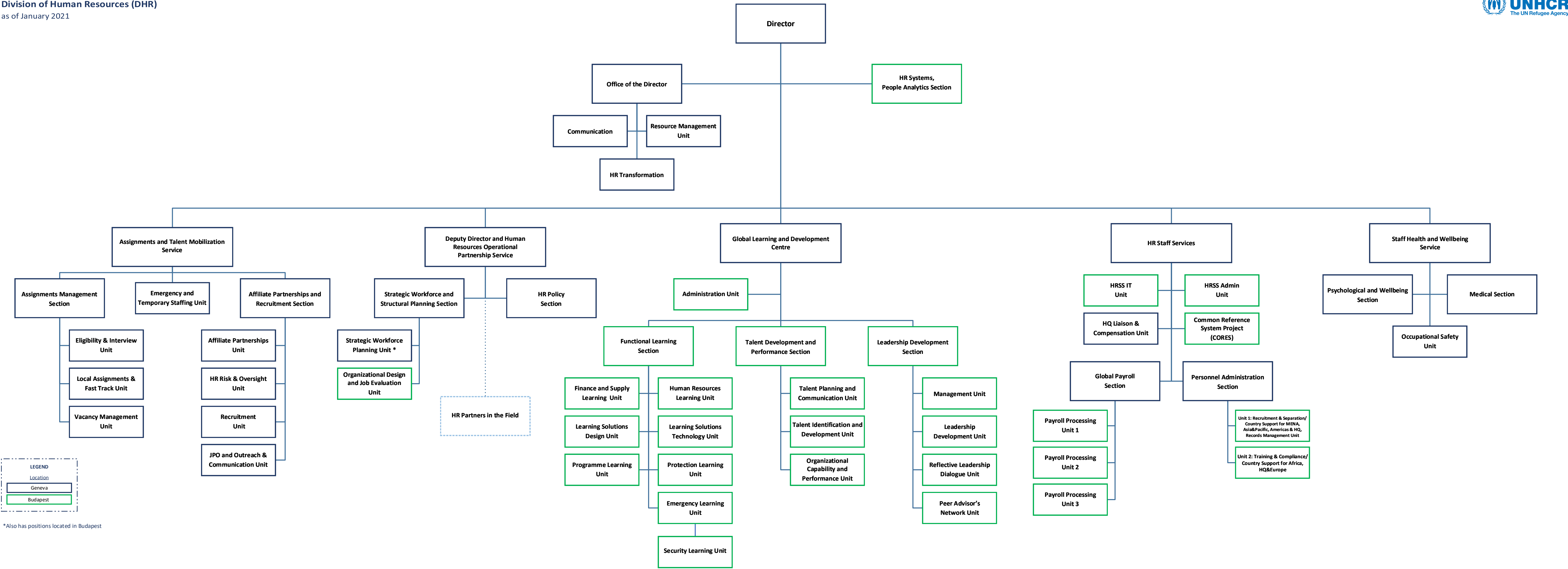
The Global Travel Section (including the Travel & Visa Unit) provides administration of official travel originating from Headquarters.

The **Infrastructure Team** provides guidance to field operations regarding acquisition or rental of land and buildings, and technical support on engineering matters related to property, building and leasing projects. The team maintains a database of UNHCR's land and buildings, either owned or under the right-of use agreements, as well as all lease agreements.

The **Greening the Blue Project** works on improving UNHCR's own environmental performance, including measuring the Organization's energy consumption, rolling out environmental reporting to its country operations and working towards reducing the carbon footprint of UNHCR operations as well as improving their access to sustainable energy.

The **Treasury and Cash Service (TCS)**, based in Geneva, reports to the Controller. TCS provides leadership in core treasury and financial risk management, applying best practices in global liquidity, foreign exchange and investment management to safeguard the cash holdings of the Organization worldwide. The Service also provides integrated guidance for the delivery of Cash Based Interventions (CBI) embedding financial

governance to manage specific financial risks associated to cash delivery requirements. This involves systematically integrating CBI applications into a standardized financial control framework and establishing best practices in cash and financial management to streamline approaches for country implementations.



DIVISION OF HUMAN RESOURCES (DHR)

Reporting to the Deputy High Commissioner, the Division of Human Resources (DHR) works in partnership with – and for – the more than 17,000 highly dedicated, diverse and mobile UNHCR colleagues. DHR is responsible for the overall people function for a global workforce that currently includes over 12,000 staff members and 4,500 affiliates, serving in 130 countries.

DHR comprises approximately 350 personnel, primarily based in Geneva and Budapest. The UNHCR HR function is transforming to become more modern, field-oriented and people-centric, with the aim of supporting managers and colleagues in creating a more positive employee experience. Five strategic priorities drive this transformation: positioning DHR as a strategic partner to operations, building robust foundations for HR delivery, equipping leaders, managing the workforce effectively, and fostering an enabling environment that prioritizes people management.

The HR transformation is embedded in the organization's broader transformation, to increase the efficiency and rapidity of its response. This process includes the regionalization of Bureaux from Headquarters in Geneva to field-based locations and the decentralization of various systems and processes to regions and country operations. The increased field presence for strategic HR through the introduction of regional HR teams in each of UNHCR's seven regional bureaux offers great synergies for the HR transformation and the broader organizational change.

Organizational Structure

The Director of the Division reports directly to the Deputy High Commissioner and serves as the most senior adviser on workforce issues to the High Commissioner, the Senior Executive Team (SET), and the Senior Management Committee (SMC). The Director defines the vision for the people function at UNHCR and sets the strategic direction for the Division.

The Director acts as a change agent, leading teams to ensure timely delivery of a comprehensive HR function that is optimally positioned to partner with the various entities and operations of the organization. The Director is instrumental in communicating the link between sound people management and the effective delivery of UNHCR's mandate. As an integral part of the Senior Management Committee, the Director acts as a strategic adviser on complex, sensitive and far-reaching HR issues and the allocation of appropriate resources to address them.

The Director of the Division raises awareness on HR best practices, external trends, and contributes to UNHCR's holistic vision for the future of work. The Director develops strategic partnerships, represents the organization at high-level inter-agency meetings, conferences and meetings with senior government officials and other external officials. These include sessions of the UN HR Network and UNHCR's Standing Committee, ensuring that the HR strategic vision and needs of the organization are well-articulated and understood, and concerns of governments are addressed.

The Deputy Director heads the Human Resources Operational Partnership Service (HROPS), supporting the work of the Senior HR Partners in each of the field-based Regional Bureaux. The Deputy Director further supports the development of policy, strategic workforce planning and

organizational design within the Division. This role reinforces people management as a priority for UNHCR, fostering consistent practices globally to build a positive employee experience across the organization.

The Deputy Director manages, in consultation with the Director, the assigned resources to provide timely and effective advice and support services to the workforce, managers and operations. The Deputy Director is Officer-in-Charge in the Director's absence.

The Division of Human Resources comprises:

- **Office of the Director**

Based in Geneva, reports to the Director and has responsibility for the overall support to the Director, communication, coordination of the HR transformation and resource management of the Division.

- **Human Resources Systems and People Analytics Section (HRSPAS)**

Based in Budapest, reports to the Director and is responsible for matters related to HR data and is setting up for the new HR Digital Solution, of which it will then coordinate implementation.

- **Human Resources Operational Partnership Service (HROPS)**

Based in Geneva, with some positions located in Budapest Global Service Centre (GSC), reports to the Deputy Director and includes the Policy Section and the Strategic Workforce and Structural Planning Section. The service is responsible for HR policies, strategic workforce planning, organizational design, job evaluation and the coordination of field-based HR teams.

- **Assignments and Talent Mobilization Service (ATMS)**

Based in Geneva, with some positions located in Budapest GSC, reports to the Director and includes the Assignments Management Section, the Affiliate Partnership and Recruitment Section, and the Emergency & Temporary Staffing Unit. It is responsible for assignments, recruitment, and management of the affiliate workforce.

- **Staff Health and Well-being Service (SHWS)**

Based in Geneva, with some positions located in Budapest GSC and in each of the Regional Bureaux, reports to the Director and is composed of the Medical Section, the Psychological Well-being Section, and the Occupational Safety Unit. It is responsible for health and psychosocial support and living and working conditions in the field.

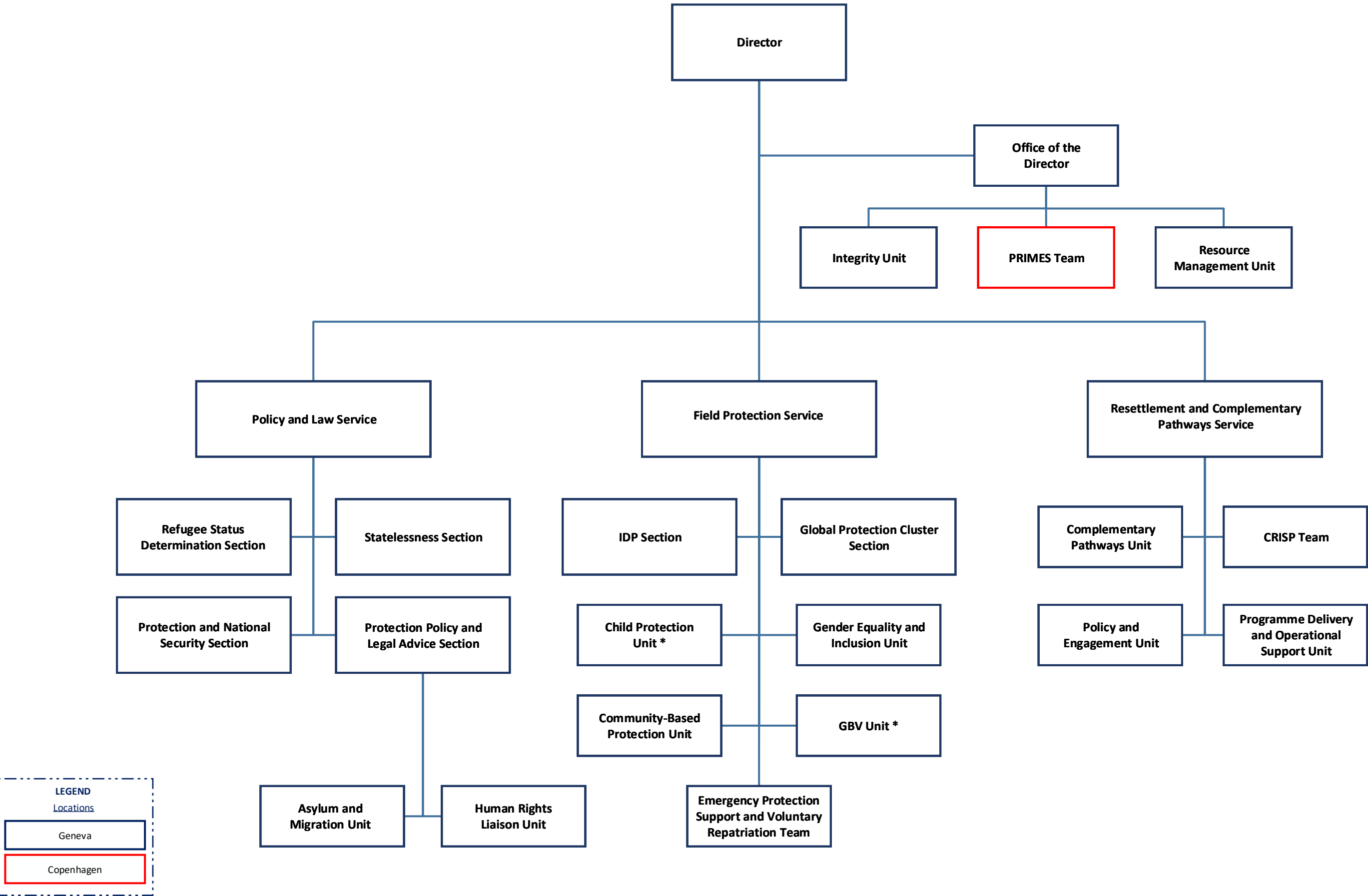
- **Human Resources Staff Services (HRSS)**

Based in Budapest GSC, with some positions located in Geneva, reports to the Director and includes the Personnel Administration Section, the Global Payroll Section, and the HQ Liaison & Compensation Unit. It is responsible for entitlements, payroll, and other HR services for staff members.

- **Global Learning and Development Centre (GLDC)**

Based in Budapest GSC, reports to the Director and includes the Functional Learning Section, the Leadership Development Section and the Talent Development and Performance Section. It is responsible for delivering integrated talent management, encompassing learning and talent development, leadership development, performance management, and workforce engagement.

DHR provides functional guidance and support to the Senior HR Partners and their teams in each of the Regional Bureaux to carry out strategic workforce planning, career counselling and talent development. Through the Medical Section and the Psychological Well-being Section, the Division supervises the Medical Officers and Staff Counsellors who provide medical and psychosocial support to the workforce in each region.



*Also has positions located in Budapest

DIVISION OF INTERNATIONAL PROTECTION (DIP)

The Division of International Protection (DIP) leads the progressive development of international law and protection policy relating to forced displacement and statelessness. The Division provides the necessary thematic, functional and operational support to Regional Bureaux to enhance protection delivery, and it exercises these responsibilities in relation to all populations of concern to UNHCR.

The Division's key priorities are to:

- Develop global doctrine, policy, and legal guidance coupled with procedural and operational advice and tools;
- provide legal interpretation and support judicial interventions; strengthen critical inter-agency and global partnerships for protection (IASC, SRSG offices, Human Rights mechanisms, the UN migration network, the World Bank, the Asylum Capacity Support Group, Friends of #IBelong Campaign, Call to Action, Alliance for CP, High Level Panel on internal displacement, UN Counter Terrorism Framework);
- strengthen knowledge and protection Information Management to support evidence-based programming;
- expand resettlement and complementary pathways, and ensure more welcoming and inclusive societies;
- support the Global Learning and Development Centre in the establishment, updating and delivery of thematic learning programmes.

With the implementation of Decentralization and Regionalization and the creation of seven Regional Bureaux, Protection Pillars have been created in each Bureau. As such, DIP plans to progressively decentralize support functions such as prevention and response to SGBV and other forms of operational support to Regional Bureaux. On the other hand, some specific forms of support (e.g. RST) will remain centrally managed.

Organizational Structure

The Division's work is coordinated by the Office of the Director, who reports to the Assistant High Commissioner for Protection. The Director manages the Division's resources, including programmes, staffing and administrative allocations, and ensures compliance with relevant rules and policies. In addition, the Director oversees the Integrity Unit and the DIP PRIMES team.

The Integrity Unit promotes a strengthened organisational response to fraud committed by persons of concern in the context of protection interventions. The Unit supports Regional Bureaux and, when required, operations towards a globally consistent and proactive implementation of the High Commissioner's 2017 Policy on Addressing Fraud Committed by Persons of Concern, and develops training and capacity building initiatives to support improved operational responses in fraud prevention, detection, and response. The Unit likewise fosters a strengthened risk management culture through increasing awareness of risks of fraud in protection procedures and sharing of lessons learned and best practices identified in the field. Finally, the Integrity Unit leads multi-functional integrity missions to the field with a view of advising Bureaux and operations on measure aiming at strengthening integrity within protection procedures from registration, through refugee status determination and resettlement, and at mitigating risks of fraud committed by persons of concern accordingly.

The DIP PRIMES team coordinates all Protection-related inputs to the PRIMES project and liaises with DIST, DRS and GDS to ensure that PRIMES tools (proGres 4, RApp and the other applications interoperable with those tools) are developed, tested, documented and deployed to meet the protection case processing needs and reporting requirements of operations in the field and of HQs. The team also promotes awareness among PRIMES stakeholders of the importance of integrating data protection requirements into and throughout the PRIMES project life cycle, and through the steering of DPIAs (Data Protection Impact Assessments), aims at ensuring that project development and implementation meet consistently the requirements of the UNHCR 2015 Data Protection Policy. The team supports the deployment of PRIMES tools through provision of training, data analysis, guidance on data migration, establishing SOPs, and post-deployment users support; and provides ad hoc process and technical support to operations and Regional Bureaux.

Two Deputy-Directors and a Head of Service oversee three Services covering specific themes:

- Policy and Law;
- Field Protection and
- Resettlement and Complementary Pathways.

Policy and Law Service

The **Protection Policy and Legal Advice Section** develops and positively influences the implementation of international law and standards in the area of forced displacement by providing governments, international organizations, UNHCR staff and the legal community with guidance on protection issues and policies, including within the context of the work of the Executive Committee. PPLA also comments and advises on national legislation related to protection, and facilitates and supports the preparation of court interventions by UNHCR around the world as well as overseeing the implementation and evolution of UNHCR's data protection policy regarding persons of concern.

The Asylum and Migration Unit addresses challenges arising from the links between refugee protection and international migration, and works to ensure that solutions for refugees are built on a thorough understanding of the dynamics of international migration. The Unit advocates for States, international organizations, regional, multilateral and inter-agency bodies and other actors to develop laws, policies, practices and strategies which comply with applicable international and regional human rights, refugee and statelessness law standards, and ensures that refugees, asylum-seekers and other persons with specific protection requirements are identified and their needs properly addressed. Among the key themes of its remit are protection-sensitive entry management, including in relation to interception and rescue at sea as well as at land and air borders, and combating human trafficking and smuggling in human beings.

The Human Rights Liaison Unit contributes to the development of international human rights law and standards and to the strengthening of the existing normative framework for refugee protection. The Unit promotes the effective use of international human rights law and standards for advocacy as supporting protection tools for UNHCR's operations worldwide, providing the Organization with advice and capacity-building initiatives. It acts as the main liaising body at the global level between UNHCR and a variety of UN human rights mechanisms, including the Human Rights Council (HRC), the Office of the High Commissioner for Human Rights (OHCHR), human rights treaty monitoring bodies and various Special Procedures mandate holders. The Unit also cooperates with a broad array of other human rights actors such as the Council of Europe (CoE), EU Fundamental Rights Agency (FRA), the Office for Democratic Institutions and Human Rights (ODIHR), UNICEF, the UN Development Group's Human Rights Working Group, and with existing regional human rights systems in Europe, the Americas, Africa and Asia, in order to strengthen human rights approaches.

The Refugee Status Determination Section's strategic approach to refugee status determination ensures that the procedure is carried out effectively where it enhances the protection of persons of concern. The RSD Section determines refugee status of persons of concern in states that do not examine asylum claims or where national asylum systems are not yet fully functioning, oversees implementation of standards and procedures and provides guidance and operational support, including through active RSD training programmes. In particular, the Section is responsible for:

- Researching and drafting UNHCR eligibility guidance and non-return advisories;
- Knowledge management in the areas of country information (COI), law and policy through various information platforms, such as the Refworld database;
- Cooperating and collaborating with states, international/regional and non-governmental organizations in the area of COI;
- The commissioning of COI research; and
- Assisting UNHCR staff, states and other stakeholders by providing capacity building and training programmes relating to evidence assessment and information management tools.

The Protection and National Security Section leads efforts to ensure that measures to address terrorism, as well as serious crimes that threaten national or international security and public order, comply with international legal obligations towards persons of concern to UNHCR. The Section advises and supports other parts of DIP, Regional Bureaux and entities in the Field on doctrinal and procedural questions concerning exclusion, security and related issues, including in the context of individual case processing, court interventions and comments on national legislation, and works with relevant Divisions, other parts of DIP, Regional Bureaux and the Field on developing UNHCR's policy responses to security-related challenges in the area of protection.

The Statelessness Section develops doctrine and policy guidance to help Field Offices and Headquarters implement UNHCR's mandate to prevent and reduce statelessness and protect stateless persons. The Section works with the GLDC to develop and conduct training programmes on the theme

of protection of stateless persons, leads UNHCR's #IBelong Campaign to End Statelessness by 2024, and together with DSPR initiates and develops programmes and best practice to guide stakeholders in their planning and implementation of activities related to statelessness.

Field Protection Service

From the onset of emergencies, the Field Protection Service, in close collaboration with the Protection Pillars of Regional Bureaux, helps to strengthen preparedness and response to the most critical protection risks through analysis, guidance to field operations, emergency deployments, and mobilizing of partners and other actors. It analyses and processes global protection capacity and knowledge in order to assist Regional Bureaux to address acute protection concerns arising from conflict and natural disaster, ensuring that UNHCR presence, leadership and coordination are effective and support mechanisms for preparedness and response to refugee situations are in place.

The **Child Protection Unit** provides assistance, advice and support to Bureaux and field operations, when required, in the implementation of UNHCR's policies and strategies to protect forcibly displaced and stateless children and youth. The Unit develops guidance and practical tools relating to the protection of children and youth and works at the global level, both bilaterally and in inter-agency fora, to enhance and expand operational partnerships.

The **Gender Equality and Inclusion Unit** promotes gender equality at all levels within UNHCR's activities through initiating and promoting appropriate policy and guidance, technical assistance, advice and hands-on support. The Gender Equality Unit seeks to disseminate the Age, Gender and Diversity (AGD) policies, advocating for and supporting programmes of inclusion and targeted actions to address discrimination and protection gaps affecting specific groups of persons of concern.

The **Gender-Based Violence Unit** supports UNHCR field operations in establishing prevention and response mechanisms to address this core protection issue. The GBV Unit supports Regional Bureaux to implement UNHCR's GBV strategy by developing policy and guidance and offering technical assistance, advice and support, including through expert deployments. It also builds capacity among UNHCR staff and partners on GBV issues and participates in inter-agency networks and partnerships to promote enhanced GBV prevention and response approaches for forcibly displaced and stateless groups.

The **Internally Displaced Persons Section** provides policy guidance and operational support to field operations. In close collaboration with the Special Adviser on Internal Displacement, it contributes to the development of protection strategies as well as to the design of operations in IDP situations. The IDP Section represents UNHCR in the Global Protection Cluster, putting forward the views of UNHCR's operations as well as the Organization's global policies and positions on the protection of internally displaced persons. It collaborates with the Special Rapporteur on the Human Rights of IDPs to offer guidance and technical advice.

The **Global Protection Cluster Section** supports the coordination of a broad range of entities specializing in protection issues and reaches out to political, military and development bodies to ensure that protection remains a key component of all humanitarian responses to crises arising from conflict and natural disaster. It represents UNHCR's roles and responsibilities within the Inter Agency Standing Committee (IASC) and supports UNHCR's agency leadership of the Protection Cluster at the global and Field level. Through multiple partnerships, and in collaboration with DESS, the GPC Unit helps building response capacity at field level, including through innovative protection approaches and tools. The GPC Unit promotes country and global protection advocacy, strengthens partnerships, supports resource mobilization, and carries out support missions to assist Humanitarian Coordinators and Humanitarian Country Teams to analyse situations requiring protection, response and strategic solutions. It keeps a close link with the Global Shelter and the Global CCCM Cluster Units/Coordinators.

The **Community Based Protection Unit** develops policies, systems and tools while offering technical support to advance the development of UNHCR's community-based and non-discriminatory approach in humanitarian response. The Unit places a particular emphasis on social cohesion, conflict resolution, support to community initiatives and national civil society. CBPU's responsibilities include supporting Regional Bureaux in improving the protection for LGBTI persons of concern as well as advancing the protection benefits of cash-based interventions (CBI), building and strengthening partnerships and networks with civil society and community organizations within countries and regions.

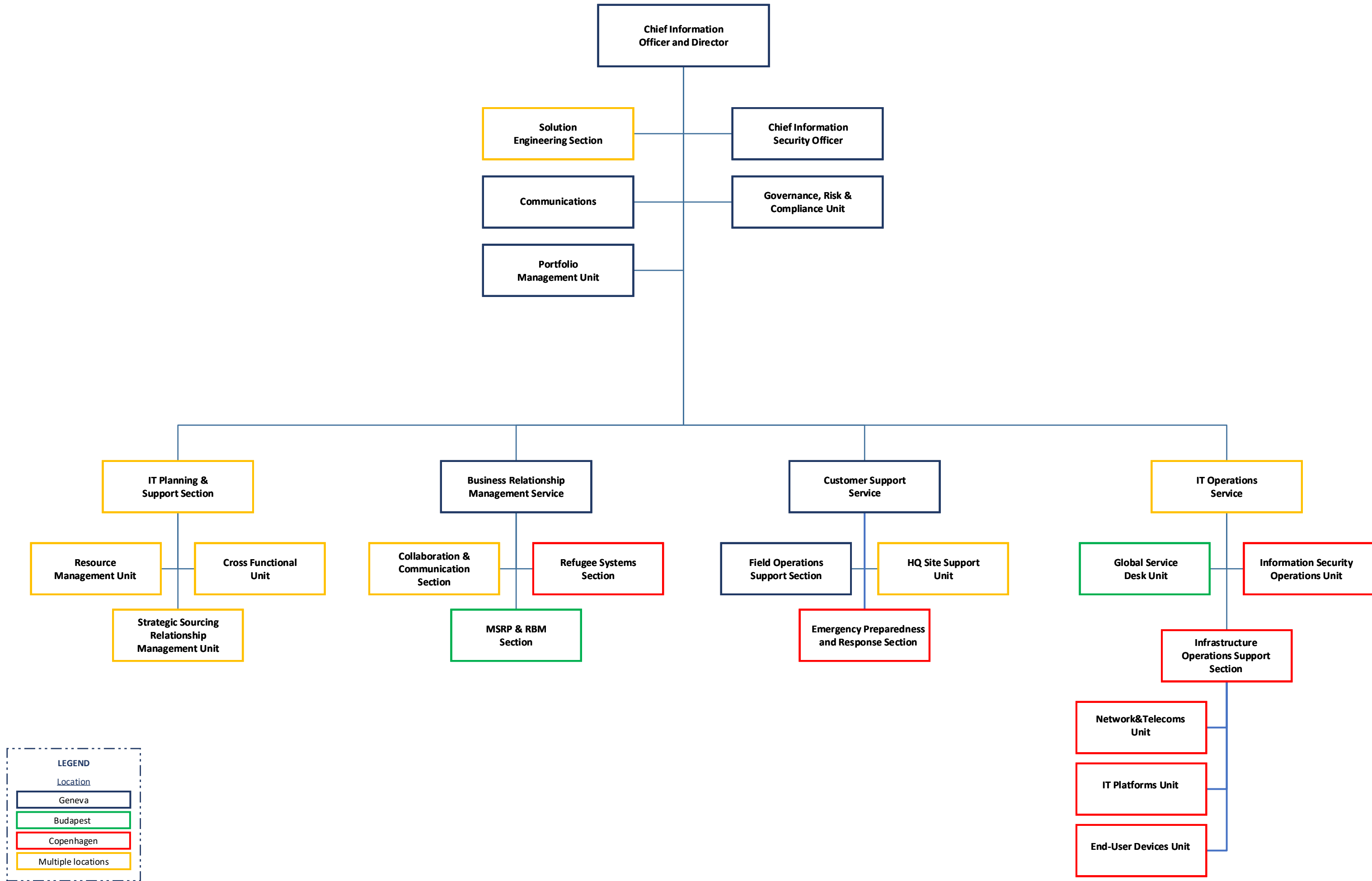
Resettlement and Complementary Pathways Service

The Resettlement and Complementary Pathways Service works with operations and States to ensure effective and targeted delivery of the global resettlement programme against States' resettlement quotas and expansion and improved access to family reunification and other complementary pathways programmes globally. The Resettlement and Complementary Pathways Service carries responsibility for the following areas of protection activity:

- Providing states and field entities with guidance regarding targeting and processing of resettlement cases, including mobilizing resources for resettlement;
- Providing technical advice, especially to emerging resettlement countries, and new and currently engaged actors in complementary pathways on the development of procedures and the use of electronic submission tools;
- Tracking and data analysis to assess if resettlement delivery meets agreed quotas;
- Designing and implementing training programmes together with the GLDC;
- Supporting operations through technical missions that help reduce risk of fraud;
- Coordinating the Resettlement Deployment Scheme;
- Participating in relevant inter-agency fora and working with the Annual Tripartite Consultations on Resettlement (ATCR) involving states, NGOs and UNHCR and its associated thematic Working Groups on Resettlement, its expanding work on complementary pathways, as well as

with case-specific Core and Contact Groups, acting as Secretariat to the rotating states and NGO chairs, and coordinating UNHCR's participation and follow-up of outcomes from these meetings;

- Reviewing and ensuring compliance with monthly statistical reporting as well as support for Resettlement Data Portal and data management as it relates to complementary pathways;
- Advocating and supporting states to meet the objectives of the Three-Year Strategy (2019-2021) on Resettlement and Complementary Pathways, including through the Global Action Plan and the Sustainable Resettlement and Complementary Pathways Initiative (CRISP);
- Policy development and monitoring on family reunification and other complementary pathways for internal UNHCR engagement and partnership in this area; and
- Launch of and continuous support to complementary pathways task forces and global networks.



DIVISION OF INFORMATION SYSTEMS AND TELECOMMUNICATIONS (DIST)

Reporting to the Deputy High Commissioner, the Division of Information Systems and Telecommunications provides a secure and evolving digital ecosystem for UNHCR across the globe, ensuring the right information and communications solutions are designed, developed, and maintained in a cost-effective, timely, and secure manner, enabling UNHCR to fulfil its mandate. Furthermore, in line with the UNHCR Policy on Emergency Preparedness and Response [UNHCR/HCP/2017/1], DIST is responsible for supporting information and communications technology (ICT) emergency preparedness and response, including the provision of overall ICT coordination capacity in line with the Refugee Coordination Model.

Organizational Structure

DIST is a geographically dispersed division - with its workforce spread between Geneva, Copenhagen, and Budapest working closely with the IT workforce in the Regional Bureaux and countries to ensure global alignment and effective implementation of the Organization's IT strategy.

With Decentralization and Regionalization, Regional Bureau IT Lead positions have been created in the Regional Bureaux. These positions strengthen the Bureaux oversight and support of the country operations, as well as strategically review IT needs in the regions and contribute to planning and preparedness activities.

DIST is comprised of the Office of the Chief Information Officer (CIO), and three Services (**Business Relationship Management Service; Customer Support Service; and IT Operations Service**). The Division is led by the Director/CIO, who is responsible for the overall information technology direction of the agency. Other units with direct reporting lines to the CIO include the Planning and Support Section; the Solution Engineering Section; the Portfolio Management Office; the Governance, Risk and Compliance Unit; the Chief Information Security Officer; and the Communications Officer.

The **Office of the CIO** is responsible for providing information technology leadership and support, encompassing IT strategy, communication, performance monitoring, policy development, investment planning, compliance and oversight, supplier relationship management, and resource management.

- The **IT Planning and Support Section** manages all operational support units within the CIO's Office. It helps to optimize the UNHCR's use of strategic suppliers through innovative sourcing and enhanced service delivery management and ensure that the field operations are provided with excellent back-office support.
 - Within the Section, the **Strategic Sourcing Relationship Management Unit** focuses on the contractual aspects of external vendor management, overseeing public tenders for IT goods and services, the vendor review and negotiation process, and interaction with UNHCR's legal and supply functions. It is also responsible for procurement, warehouse, and inventory management, particularly in support of operational emergencies.
 - DIST's **Resource Management Unit** provides administrative, budgetary, financial, human resources, and supply support functions.

- The **Cross Functional Unit** is responsible for a series of functions that span the three DIST services, including change management, asset management, and configuration management. It is also responsible for procurement, warehouse, and inventory management, particularly in support of operational emergencies.
- The **IT Portfolio Management Office (PMO)**, utilizes the UNHCR Project Management Life Cycle, to provide a structured process and clear governance model for UNHCR's IT projects, enabling their successful delivery while remaining on schedule and within budget. The PMO is the liaison between DIST and the ICT Governance Board, which ensures that ICT project investments are aligned with UNHCR's operational priorities and Global Strategic Directions.
- The **Governance, Risk and Compliance Unit** is responsible for risk management activities, audit reviews of IT systems and any follow-up recommendations and action plans. It carries out regular risk analysis and compliance reviews on existing IT systems, as well as coordinates the development and promulgation of IT Policies and Guidelines.
- The **Solution Engineering Section** is focused on optimizing the design, development, implementation, and evolution of solutions with significant IT components and work with the business as well as external service providers to ensure that UNHCR solutions are fit-for-purpose.
- The **Chief Information Security Officer (CISO)** is responsible for establishing and upholding UNHCR's information security policies and strategies to ensure that information assets and associated technology, applications, systems, infrastructure and processes are adequately protected in the digital ecosystem in which UNHCR operates.
- The **Communications Officer** supports internal and external communications efforts for DIST both at headquarters and globally.

The **Business Relationship Management Service** builds strategic partnerships with Divisions and supports global operations in enhancing the use of IT to improve UNHCR's efficiency and effectiveness. Through Business Relationship Officers who work closely with the Divisions, as well as specific leads for critical application areas, BRMS ensures services provided by DIST are appropriate and effective in meeting the Organization's IT needs.

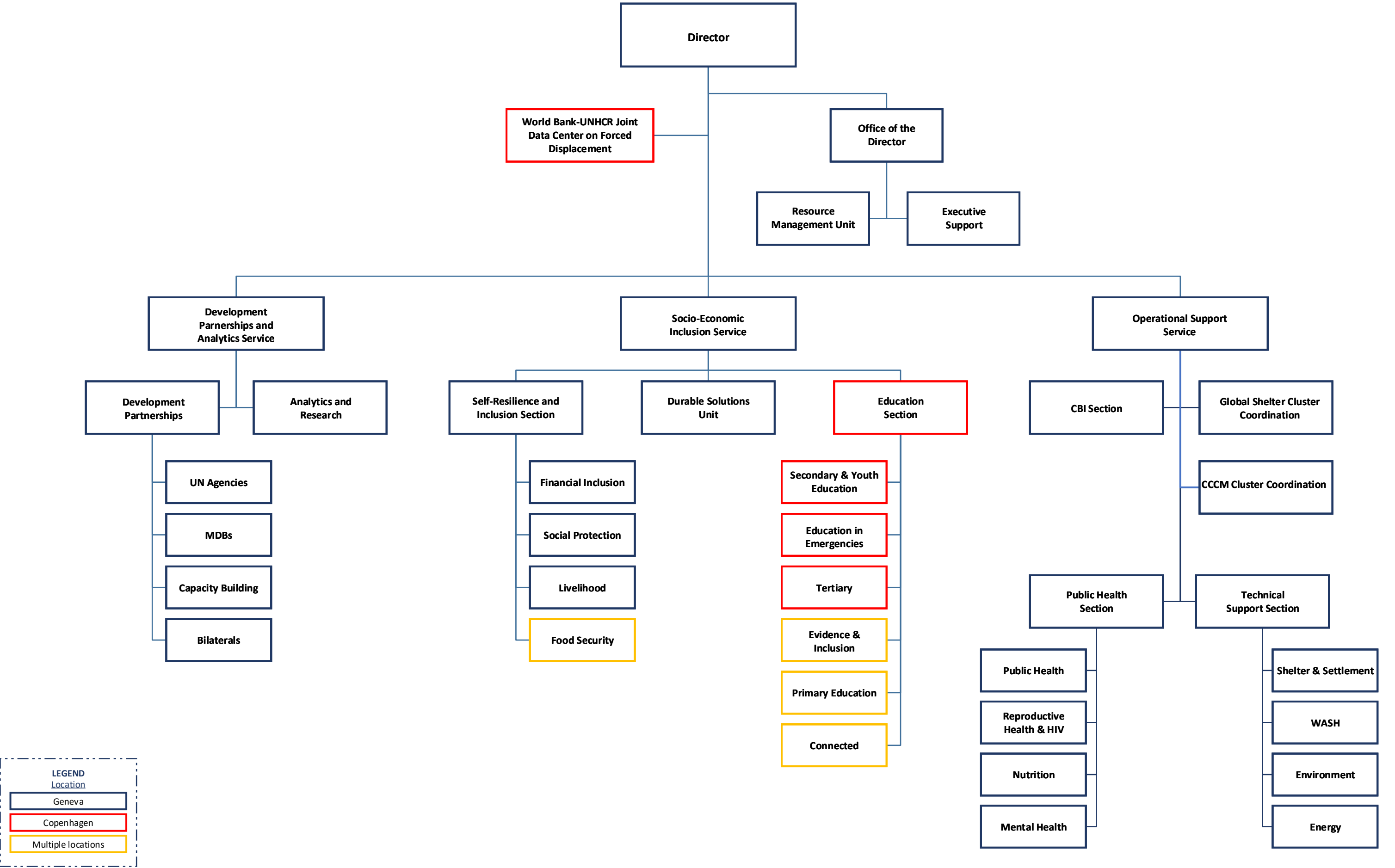
- Within this Service, the **Refugee Systems Section** is responsible for delivering, maintaining and improving the portfolio of applications (e.g. proGres, RApp, CashAssist, etc.) that support UNHCR's direct protection services to refugees, including registration, status determination, and resettlement.
- The **MSRP and RBM Section** delivers and maintains applications that support the core corporate functions of Finance, Supply Chain, Enterprise Performance Management, Human Resource Management, and Results-Based Management.
- The **Collaboration and Communication Section** interacts with DIST's business partners to deliver collaboration, communication and knowledge management systems, including the Intranet, SharePoint, corporate websites, and eSAFE.

The **Customer Support Service** is responsible for ensuring that colleagues globally who use IT equipment and systems to execute their work are provided with the necessary support they require, both in HQ locations and the field. It also supports delivery of IT services to UNHCR and its partners in emergencies.

- Within the Service, the **IT Field Operations Support Section** is the direct link between DIST and the IT workforce in the field. Regional and Country based IT Officers, local field-based IT workforce, and managed service providers provide global on-site IT support services, ensuring that business as usual operations run smoothly.
- The **Emergency Preparedness and Response Section** (EPRS) is responsible for ensuring UNHCR has the capacity, processes, and resources in place to effectively support the Organization's preparedness for and response to displacement crises.
- The **HQ Site Support Unit** oversees day-to-day IT operations and coordinates the work of multiple support groups, both internal to UNHCR and Managed Service Providers, in all Headquarters locations (i.e. Geneva, Budapest, and Copenhagen). It also provides project management and oversight for the implementation of new IT services and facilities at HQs.

The **IT Operations Service** is responsible for delivering and maintaining UNHCR's IT infrastructure that enables provision of all services within DIST's sphere of operations. The Service oversees the day-to-day interaction with outsourced service providers through the service delivery management process.

- The **Infrastructure Operations Support Section** provides technical direction to ensure optimal operation and maintenance of UNHCR's corporate IT infrastructure.
 - Within the Section, the **Network and Telecoms Unit** is responsible for delivery of network services on which all other IT services rely, including increasing the efficiency of internet connectivity and extending its reach to deep-field locations.
 - The **IT Platform Unit** develops and implements common platform services on which UNHCR's corporate applications can operate, including leveraging the services available through cloud technology. The Unit manages the data centre hosting arrangements with outsourced service providers (UNICC, SafeHost, etc.) and ensures the agreed service levels are met.
 - The **End-User Devices Unit** is responsible for ensuring efficient delivery of corporate applications through configuring, supporting, and defining common standards for infrastructure used by the UNHCR user community, including desktops, laptops, tablets, and other mobile devices globally.
- The **Information Security Operations Unit** develops and ensures compliance with policies and standards in relation to IT security for both applications and infrastructure. It also evaluates existing security mechanisms and makes recommendations for improvements or corrective action.
- The **Global Service Desk** is responsible for ensuring that all reported IT incidents are resolved, and that service or product requests raised by the user community are fully addressed. Global Service Desk analysts are available 24/7.



DIVISION OF RESILIENCE AND SOLUTIONS (DRS)

Reporting directly to the Assistant High Commissioner for Operations, the Division of Resilience and Solutions brings together the resilience, solutions and technical services that support the operationalization of Global Compact for Refugees (GCR) objectives. DRS seeks to identify solution opportunities for refugees, internally displaced and stateless persons, by addressing the underlying causes of displacement. Going beyond the three durable solutions and looking at building resilience for solutions throughout the displacement cycle, DRS addresses the legal, economic, civil, and political constraints to solutions. The Division combines the features of a traditional structure with a more dynamic, innovative way of collaborating across other Divisions and Regional Bureaux and interacting with and responding to the needs of operations in the Field.

In line with the decentralization and regionalization process started in 2019, the Division aims at strengthening its support to Regional Bureaux to ensure global coherence and quality across the regions. With the progressive decentralization and regionalization of the technical expertise currently offered by the Division, direct support to country operations will be the responsibility of Regional Bureaux with the Division providing normative guidance, global oversight, lessons learning and support to Regional Bureaux.

DRS, through Regional Bureaux and directly, supports country offices to respond to the humanitarian needs of UNHCR's populations of concern while favouring medium term development-led programming, including assessment of national policy and institutional arrangements, appraisal of national planning and budgeting processes, identification of prospects for socio-economic inclusion, analytical work on economic opportunities, market analysis, financial inclusion, poverty/welfare surveys of refugee and local community households (both rural and urban) and household level targeting strategies.

Additional to a small Office of the Director, there are three services which support Regional Bureaux and country operations in delivering comprehensive and coordinated responses, be it in emergency or protracted contexts while seeking for improved integration, resilience and solutions:

The Operational Support Service brings together some of the most crucial components of a comprehensive response, namely:

- **Technical Support Section** which includes shelter response, water supply, hygiene and sanitation (WASH), energy and environment;
- **Public Health Section** comprising Public Health, Nutrition, Mental Health, Reproductive Health and HIV;
- **Cash-based Interventions (CBI) Section;**
- **Cluster Coordination** for shelter and camp coordination and camp management in IDP settings.

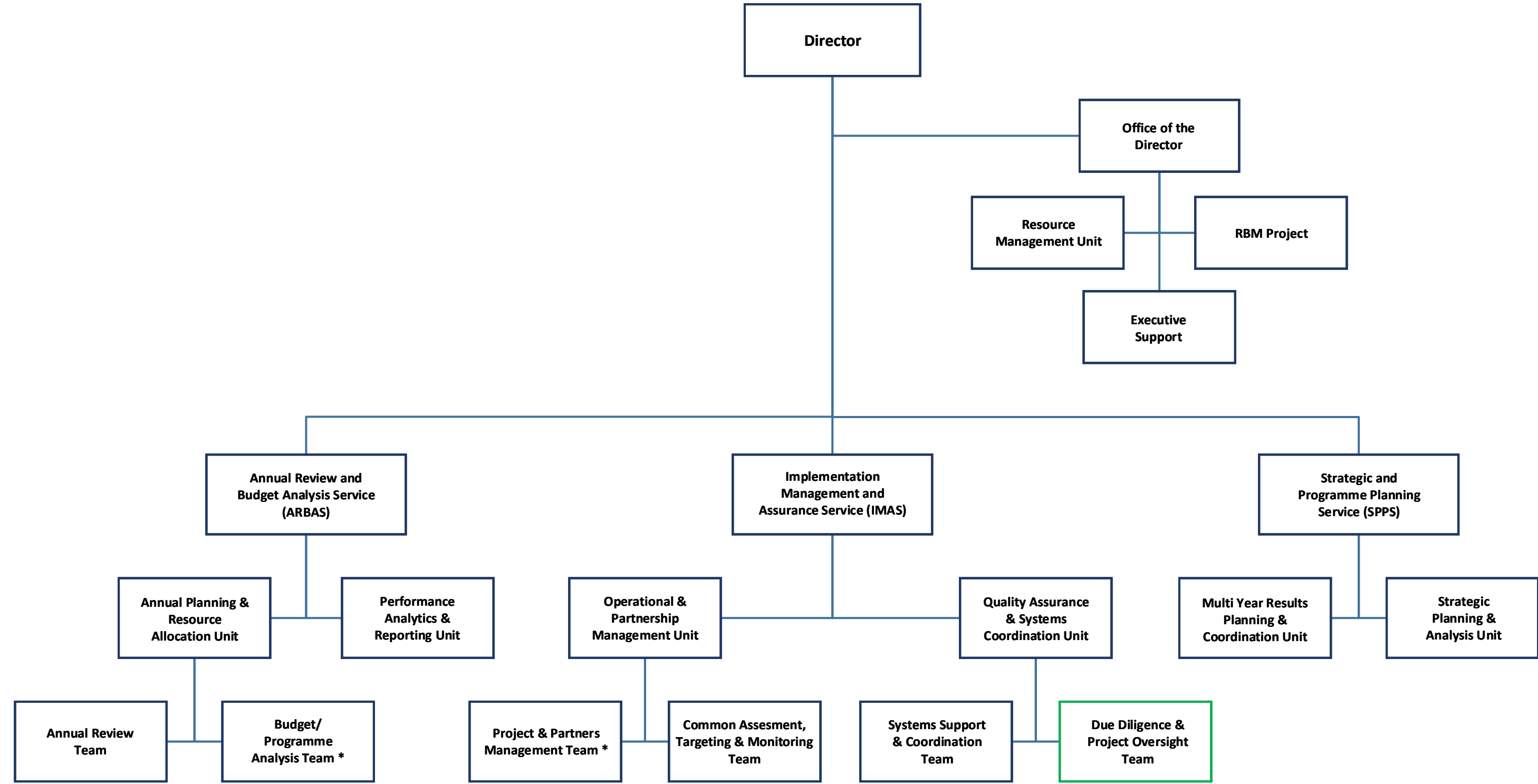
The **Socio-Economic Inclusion Service** comprises the Self-reliance and Inclusion Section (covering Livelihoods, Financial Inclusion, Food Security and Social Protection), the Education Section and the Durable Solutions Unit. The Service supports Regional Bureaux, and by extension, field colleagues in developing viable and practical solutions-oriented strategies and approaches that take into account context-specific opportunities and constraints. It builds on the experience of the GCR roll out and support to both emerging large-scale refugee populations and protracted refugee situations.

The Development Partnerships and Analytics Service is in charge of research, analytics, and knowledge management to build solutions-oriented strategies and support the partnerships with the World Bank, other Multi-lateral Development Banks, bilateral and UN development actors and large development NGOs.

The Service promotes inclusion of refugees into existing national services and access to local economies, ensuring access to basic rights, fostering self-reliance and economic interdependence through effective programme design and delivery. It builds partnerships with development actors to increase their engagement – through advocacy, programming and financing to refugee-hosting areas, often working through national government line ministries. In terms of analytics, the service is responsible for gathering and analysing comparable socio-economic data to make the case for inclusion in development planning, programming and financing and to support better decision making within UNHCR, including to transition humanitarian projects into longer-term development programming.

The **World Bank-UNHCR Joint Data Center on Forced Displacement** aims to enhance the ability of stakeholders to make timely and evidence-informed decisions that can improve the lives of affected people. The Center has the following objectives:

- Ensure population and socioeconomic data are systematically collected and analyzed;
- Facilitate open access to forced displacement data, with adequate anonymization and safeguards to ensure the integrity of the legal protection framework;
- Promote innovation to enhance forced displacement data; and
- Strengthen the sustainability of a global data collection system, based on common norms, definitions, and methodologies, with a particular effort on strengthening country systems where necessary.



LEGEND

Location

Geneva

Budapest

*Also has positions located in Budapest

DIVISION OF STRATEGIC PLANNING AND RESULTS (DSPR)

Reporting to the Deputy High Commissioner, the **Division of Strategic Planning and Results** (DSPR) was established in January 2020, bringing together more cohesively functions related to strategic planning, resource allocation, partner management, monitoring and results management. The timing of the creation of the new Division is at the crossroad of UNHCR's overall transformation and change, including regionalization and decentralization. The new Division guides and strengthens UNHCR's strategic planning; enhances practices of evidence-based decisions on resource allocation and resource management; simplifies and improves systems and processes to support more effective delegation of authority; strengthens implementation management; and builds analytics and reports on performance, delivery of results and resource implementation that ensure greater accountability and transparency.

DSPR works in close collaboration with Regional Bureaux and HQ Divisions/Entities. The Division also has direct linkages with multiple functions within the Regional Bureaux, including Programme and Strategic Planning functions with regards to planning, resource allocation, programme monitoring, and partner management.

The Division comprises a Resource Management Unit and three services. These are:

- The **Strategic and Programme Planning Service** (SPPS) guides and supports multi-year strategic planning at the country, regional and corporate levels, working closely with Bureaux and HQ Divisions. This service is directly linked to the **Results Based Management (RBM) project**, which in due time, will be integrated across the Division to institutionalize and operationalize its outputs.
- The **Annual Review and Budget Analysis Service** (ARBAS) guides Annual Resource Allocation Processes, develops and oversees policies and guidance for resource management, and undertakes integrated reporting and analysis on budgets and programmatic results.
- The **Implementation Management and Assurance Service** (IMAS) develops and guides the use of systems, procedures and tools for efficient and effective implementation of operational plans and for operational delivery. It also oversees the renewal of two significant aspects that affect programme management and organizational performance: 1) processes for partnership management and 2) processes for assessment, monitoring and targeting. These will be strengthened and streamlined, ensuring greater coherence and assurance throughout.

The Director is supported by an Executive Support Team and manages the Division's resources through the **Resource Management Unit** (RMU), including staffing, programme and administrative budgets, and ensures coordination with other Divisions and Bureaux at the strategic level.