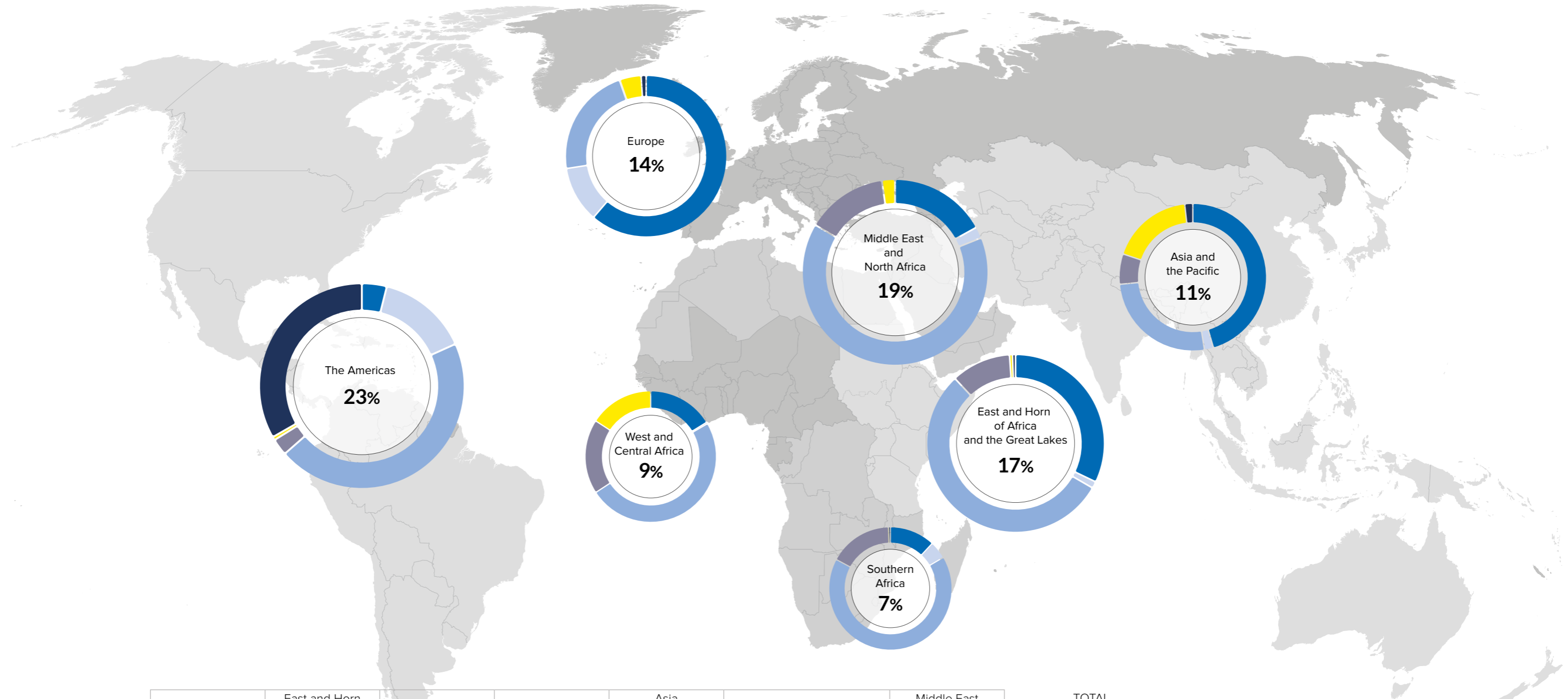


POPULATIONS OF CONCERN TO UNHCR

2020 PLANNING FIGURES



	West and Central Africa	East and Horn of Africa and the Great Lakes	Southern Africa	The Americas	Asia and the Pacific	Europe	Middle East and North Africa	TOTAL POPULATION OF CONCERN
Refugees	1,108,150	4,463,594	747,671	734,049	4,147,196	7,019,037	2,715,354	20,935,051
Asylum-seekers	27,105	170,838	285,956	2,690,044	182,551	1,287,554	316,760	4,960,808
Returned refugees	302,020	943,000	24,000	500,140	219,750	320	275,020	2,264,250
IDPs protected/assisted by UNHCR	3,705,389	7,605,500	4,067,620	8,480,000	2,370,980	2,526,134	10,339,688	39,095,311
Returned IDPs	950,350	568,112	1,000,000	-	387,786	11,400	1,995,752	4,913,400
Stateless persons	1,081,700	74,163	-	213	1,652,437	490,455	364,530	3,663,498
Others of concern	-	77,044	30,887	6,247,342	161,217	114,474	3,343	6,634,307
TOTAL	7,174,714	13,902,251	6,156,134	18,651,788	9,121,917	11,449,374	16,010,447	82,466,625

- Refugees
- Asylum-seekers
- Returnees (refugees and IDPs)
- Stateless persons
- Internally displaced people (IDPs)
- Others of concern

Decentralization and regionalization

In 2017, the High Commissioner launched a large organizational reform that led to the decision to place capacities, authorities and resources closer to the people UNHCR serves. UNHCR then transitioned to a decentralized model from 2018 to 2020 with the relocation of regional bureaux from Headquarters to their respective regions; the consolidation of a number of existing regional structures into the seven new and re-profiled regional bureaux; and the strengthening of country operations.

The Regional Directors and their core teams will be fully operational as of 1 January 2020, when the new delegation of roles, responsibilities and accountabilities will take effect. They will cover a full spectrum of activities, including the set-up of regional strategies and priorities, management of performance and compliance, identification and monitoring of emerging issues and risks and the provision of technical support and guidance to country operations.

Directors will have enhanced delegated authority to effectively manage their respective regions; senior managers will possess increased ability and agility to course correct, seize new opportunities and partner differently; and processes and procedures associated with budget and position management will be considerably simplified.

With closer and more consistent support from the regional bureaux, country operations will be more efficient, nimble

and impactful and will be able to take faster decisions on the ground, adequately adapting to operational contexts. In addition, they will also receive as of 1 January 2020, enhanced authorities and additional capacities with more than 150 technical positions repositioned or created to strengthen country operations.

While autonomous local decision-making in the field will be strengthened, global coherence and institutional management at the central level will remain key. Once this relocation is completed, UNHCR will assess how divisions at Headquarters have been impacted by the transformation of the bureaux, and adjust them if, and as, required.

Importance of partnerships

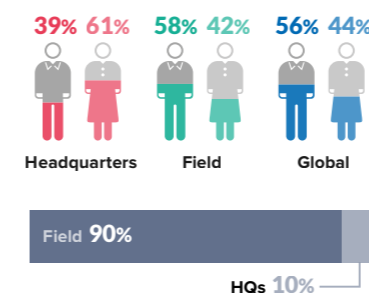
The High Commissioner's "Strategic Directions 2017-2021" emphasised UNHCR's collaboration with, and reliance on, a broad range of partnerships. The Global Compact on Refugees, with its emphasis on solutions, will necessitate UNHCR's engagement in a range of national and international development frameworks and systems, and require new forms of partnership. With one of the main reasons for decentralizing being to strengthen partnerships, the new regional bureaux will become critical hubs for collaboration and strategic engagement with operational and implementing partners, as well as for addressing any cross-cutting operational challenges, if and when they emerge. Aligning UNHCR's

presence and authority at regional level with that of UN sister agencies will also enhance its catalytic role in leveraging

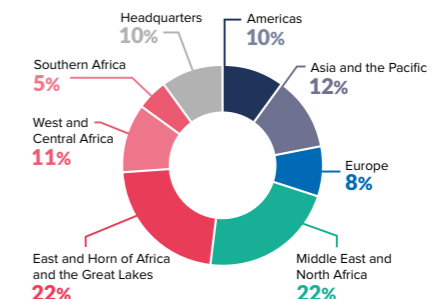
solutions for people of concern within an increasingly decentralized and integrated UN Development System.

The NGO consultations will be held in each of the seven regional bureaux starting in 2020, with the aim of discussing policy and operational issues with partners. Pilot regional consultations in the Middle East and North Africa and Southern Africa regions in 2019 were deemed a success, and included a broad range of civil society actors such as the private sector, media and refugee-led organizations. Regional NGO and civil society consultations will give more opportunities for local organizations, civil society groups and people of concern to participate, and for the discussions to be focused on the regional challenges and solutions. Global NGO consultations will be maintained in a smaller format to discuss global issues, and bring together the outcomes and recommendations from the regional consultations. Headquarters will facilitate global partnerships with key NGO and civil society partners, not only because these partners implement a large share of UNHCR's financial resources, but because they are indispensable global actors to advocate for the rights of refugees, displaced people and stateless persons.

Gender breakdowns of UNHCR workforce



Global presence by region



UNHCR's decentralized regional presence in 2020

