



# **PIVOT TO REGIONS AND COUNTRIES**

## **INFORMAL BRIEFING TO THE UN WOMEN EXECUTIVE BOARD**

**25<sup>TH</sup> MARCH 2025**



# **PURPOSE**

- *For UN Women to achieve **impact at scale** and be **closer to the women and girls we serve**, we will need to **evolve our organizational structure, processes and culture** to be able to respond to the demands at the global, regional and country levels.*
- *Pivoting to the countries and regions through **strengthened capacities** will allow us to be a consistently **reliable and effective partner** for our stakeholders at the country level in implementing our Strategic Plan*



# RATIONALE

## PROCESS BUILDS ON:

Participatory process with extensive stakeholder consultation

Learnings from Audit and Evaluation findings

Recommendations from Pivot to the Field Task Team and Core Group

Lessons learnt from other UN Agencies

## WHY

- Achieving impact at scale across the triple mandate, by being closer to the regions and countries at the core of UN Women's work.
- Increased value for money by increasing corporate efficiencies, reducing operational costs in the long term, and placing personnel closer to the people and offices they support.
- Foster even greater collaboration and culture of continuous improvement

## WHAT



Moving **people** closer to the women and girls they serve



Shifting **resources** to enable country-oriented delivery of results through a balanced **triple mandate**



**Business Process** improvements to streamline delivery in regions & countries

## HOW

- Implement a clear roadmap that includes the shift of people, resources and the improvement of business processes to achieve the purpose of pivoting.
- People and resources have already begun to move to the regions & countries, and additional DOA has been granted in some areas.
- Ensure regular communication on decisions and implementation.

# CURRENT STATUS

2024

Dec

Function level  
decisions for future  
locations  
communicated

2024-5  
Q4-Q1

Translation of  
functional level  
decisions to position-  
by-position decisions.

Communication to  
affected personnel  
currently underway.

2025

Q1-Q3

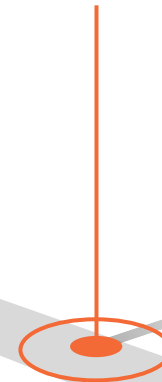
Ongoing preparation of UN  
Women premises in Bonn &  
Nairobi, to be ready by July

Q2 Update: a first UN Women  
staff member already located  
in Bonn. Staff relocated to  
Nairobi.

2025/26

2025 Q3 onwards

Significant numbers of UN Women  
personnel begin to relocate:  
~10% of NY HQ positions moving to  
Bonn  
~12% of HQ NY positions moving to  
Nairobi



# ONGOING PERSONNEL ENGAGEMENT AND RESOURCES

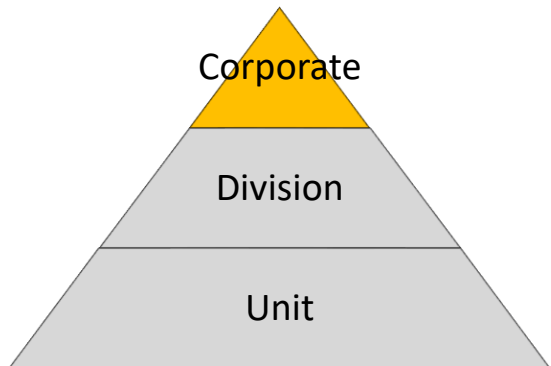
## Communication channels

- Staff Council is the key interlocutor for development and implementation of the HR support strategy, actively engaging with personnel.
- Career coaching and mentoring sessions
- Intranet page, FAQs and dedicated email address for queries
- One on one meetings with HR available to all personnel
- Supervisors/line managers a channel to discuss and share information in specific teams and individuals

## Resources available

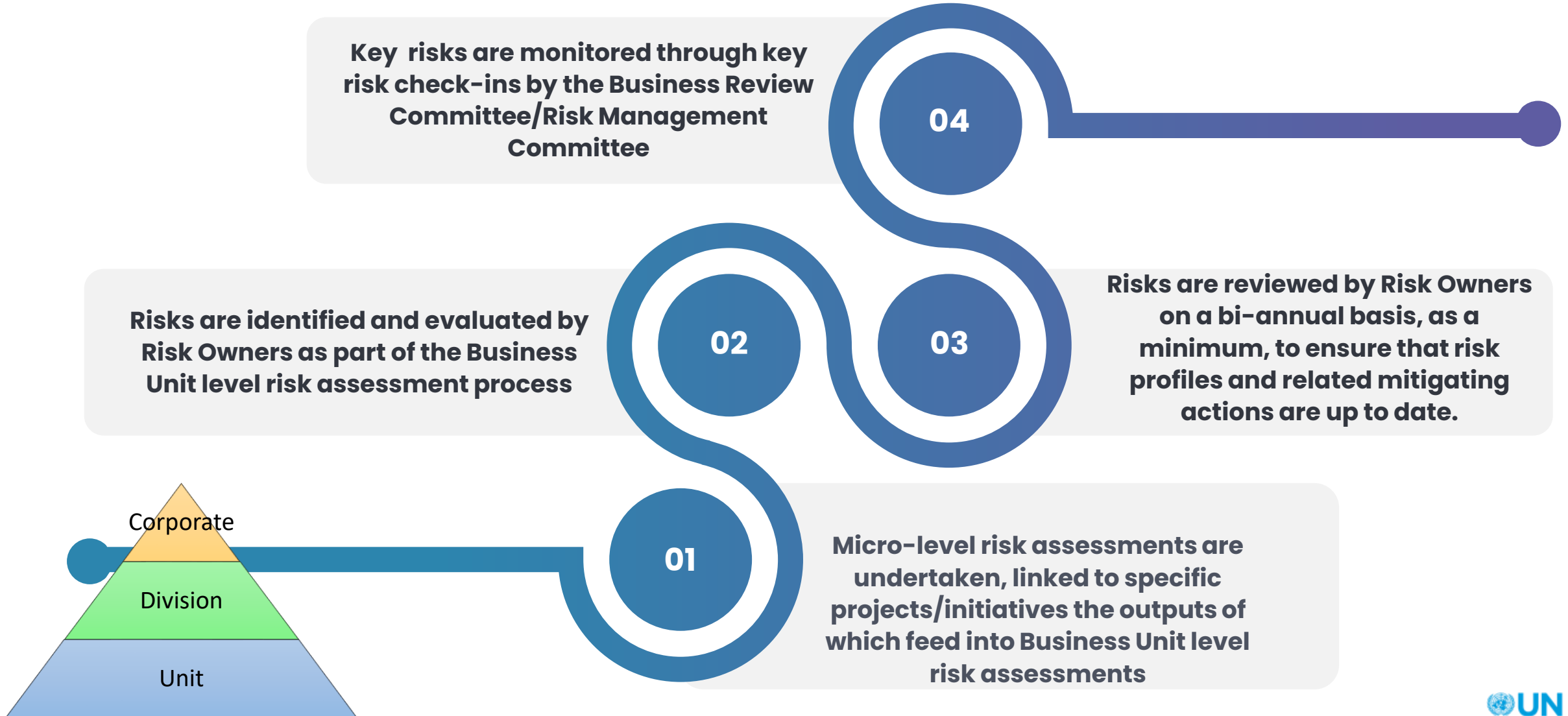
- Career coaching and mentoring
- Support to reassignment
- Early retirement (where applicable)
- Spouse and family support
- Well-being and psychosocial support
- Relocation guides for Bonn and Nairobi

# CORPORATE PIVOT RISKS



Risk	Mitigation measures
"Risk of doing nothing" considering funding uncertainties	Option to accelerate Pivot timelines for affected teams/sections
Political risks	Engagement with key partners, member states, missions, and other stakeholders
Loss of talent	Comprehensive HR support strategy; Directors and Supervisors to engage with key personnel
Inadequate normative capacity in New York	Mapping of normative capacity and ensuring necessary normative capacity in New York remains. Currently 75% of UNW's capacity is in NY, with 25% in Geneva. In future 65% will be in NY, with 10% in Nairobi.
Personnel engagement	Comprehensive consultation, communication and HR strategy to mitigate concerns
Operational disruption	Dedicated transition team, HR & business continuity support
Implementation delays	Close follow-up with stakeholders

# CORPORATE RISK MANAGEMENT PROCESS



# COST/BENEFIT ANALYSIS

## Breakdown on drivers of economic savings:

- **Staff Costs significantly lower outside NYC**  
For international positions, the average annual saving against each position in NY is \$52k/year in Bonn and \$32k/year in Nairobi
- **Rent, Security and Common Service Costs**  
Average associated costs such as rent and security reduced from \$14k/year in New York to \$4k/year per personnel in Bonn and Nairobi
- **Affiliate personnel costs**  
Additional savings from lower consultant rates outside of NY expected
- **Travel costs**  
More of our top travel destinations are within an 8-hour trip of Bonn and Nairobi than NY, reducing our travel costs.

## COSTS

The organization anticipates the following major costs:

- One time relocation costs
- Facilities setup costs
- HR implementation costs
- Potential costs for internal collaboration

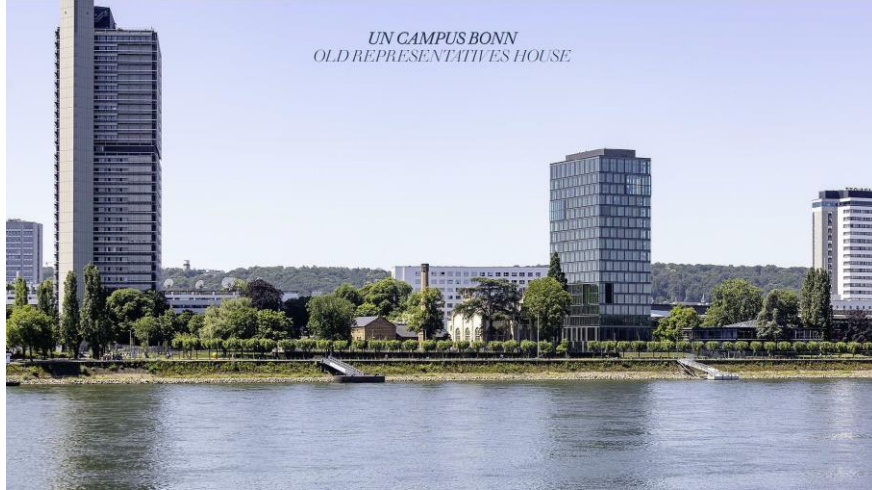
## BENEFITS

In addition to the approximately \$8m savings potential, once relocation has been completed, the organisation anticipates other benefits

- Less costs for convening events outside NYC
- More carbon friendly travel within Europe
- More frequent in-person meetings in capitals
- Shorter travel times and less expensive travel

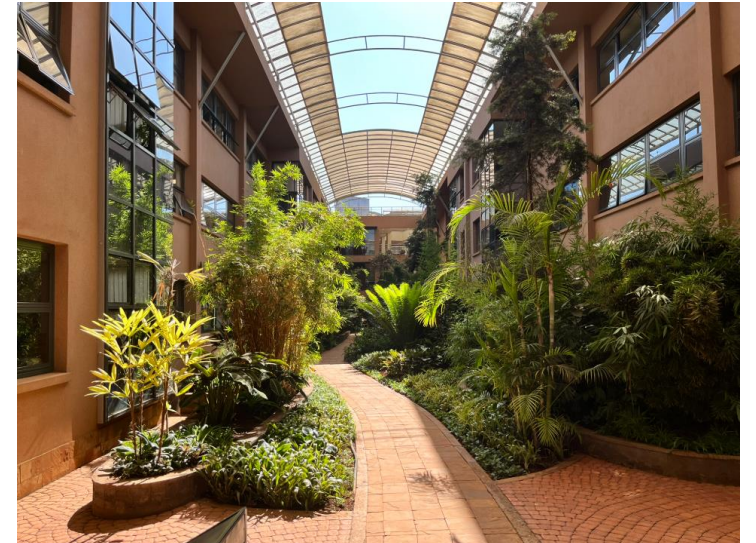


# UN WOMEN PREMISES: BONN





# UN WOMEN PREMISES: NAIROBI







# | NEXT STEPS

## → Q1 2025

- First phase of staff relocation discussions completed
- Ongoing dialogue with colleagues
- Ongoing implementation of HR support strategy and risk management plan

## → Q2 2025

- Finalization of team planning on relocation schedule
- Finalization of premises setup in Bonn and Nairobi

## → Q3-Q4 2025 into 2026

- Relocation of significant numbers of personnel expected to begin