Future Focus Initiative

Informal Briefing to the Executive Board
January 14, 2026

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Main decisions taken so far

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- Expected 20% reduction in overall income
- Expected 50% reduction in RR income from public sector

Cutting Core Budgets

- Cutting HQ & RO core budgets by 25%
- Cutting CO core budgets by 10-15%

Relocating Capacity

- Relocating around 70% of HQ Staff to lower cost duty stations
- Building on already established UNICEF presence, and other UN agencies' presence (*i.e. WFP in Rome)*

Consolidating Offices

Consolidating ROs & some HQ Divisions:

- ROSA & EAPRO
- ECARO & MENARO
- DAPM & GoRAF

Transforming Delivery of TA

- Moving program TA capacity from HQ & RO to CoEs in Panama, Amman, Nairobi, Bangkok
- Digital Impact: greater use of AI
- Continue reviewing & adapting internal processes

FFI's 6 Workstreams

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Establishing 4 global Centers of Excellence (CoEs)

- Four CoEs in Amman, Bangkok, Nairobi, and Panama providing high level technical assistance to Regional & Country Offices, and partners.
- They will include a diverse network of expertise delivering evidence-based and context-specific solutions.

Relocating to lower-cost places closer to the field

- Around 70% of HQ staff will relocate from New York and Geneva.
- More cost-efficient locations closer to the field.

Digital Impact

- Digital capabilities will be unified under one framework.
- This integration will bring together technology, innovation, and AI to increase efficiency, resulting in a single, agile, and scalable digital network.

CSCs, Shared Services & Remote Support

- Common Service Centres (CSCs) will continue to be used/established where UNICEF has or will have co-locating offices or divisions.
- Streamlined support functions.
- Support to offices through a catalogue of services

Consolidating Offices

- ECARO and MENARO merge into one regional office in Amman.
- ROSA and EAPRO merged into one regional office in Bangkok.
- DAPM and GoRAF merged to form the Office of Strategy and Evidence (OSE) in Florence.

CO Typologies & MCOs

- Country Office capacities will be recalibrated using updated typologies.
- Multi-Country Offices to be established where appropriate.
- Shared services will be expanded to increase reach and efficiency.

FFI's 6 Workstreams – Major Milestones to Date & Next Steps

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Establishing 4 global Centers of Excellence (CoEs)

Major milestones to date

- CoE model, governance, and staffing framework finalized, 91% of recruitment completed by end January 2026.
- Programme Technical Assistance offer validated based on CO and RO needs.
- Key ways of working agreed across: programme, emergency, partnerships, and digital.
- Leadership presence established and onboarding systems operational.

Major next steps

- CoEs go live in early 2026 alongside TA Hub Minimum Viable Product (MVP).
- Continue physical relocation of staff and completion of recruitments.
- Full operationalization.

Relocating to lower-cost places closer to the field

Major milestones to date

- Assessment and support to receiving offices' readiness and operational capacity completed.
- Relocation governance, tracking, and monitoring systems in place.
- Host country agreements in place for Nairobi and Amman), on-going for Panama, Bangkok and Rome.

Major next steps

- Proceed with main staff relocations through mid-2026.
- Finalize office physical adjustments and readiness.
- Full staff relocation completed by Dec 2026.

Digital Impact

Major milestones to date

- TA Hub Minimum Viable Product (MVP) on track for CoEs going live January 2026.
- Key digital platforms and initiatives transitioned under unified Digital Impact Division (DID) governance (GIGA, Frontier Data Network, etc).

Major next steps

- TA Hub MVP operationalization and future development.
- Completion of platform transitions and scaling of enterprise digital solutions.
- Entreprise Resource Planning (ERP) modernization and cloud migration cases.

FFI's 6 Workstreams – Major Milestones to Date & Next Steps

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CSCs, Shared Services & Remote Support

Major milestones to date

- CSC operating model approved and implementation underway.
- Operational CSC capacity in place in most locations.
- Readiness assessments and coordination mechanisms established.

Major next steps

- Deployment of targeted technical support to stabilize CSC operations.
- Develop and Pilot Remote Support model including catalogue of services.
- 6-month implementation, followed by assessment including cost effectiveness.

Consolidating Offices

Major milestones to date

- Process on track.
- Recruitment and transition planning underway for consolidated offices.

Major next steps

- Activation of consolidated divisions and regional offices during 2026 (January, June and December)
- Completion of PBR submissions and post-PBR consolidation actions.

CO Typologies & MCOs

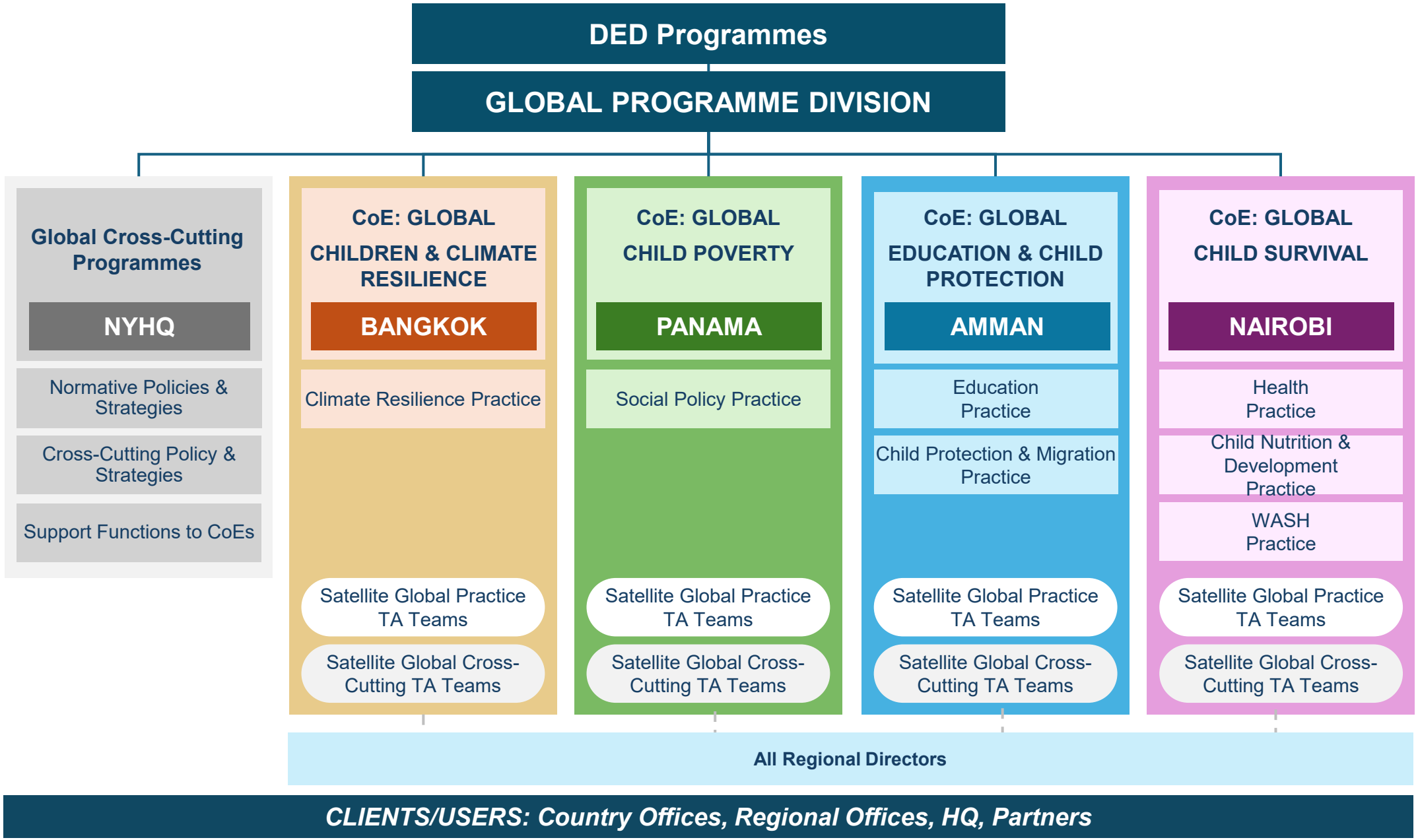
Major milestones to date

- Country Typologies strategy under development.
- Draft position paper on UNICEF's role in High-Income Countries developed for further discussion.
- A series of MCO considered by multiple regions.

Major next steps

- Finalize Country Typologies and High-Income Countries strategies.
- Clarification of resourcing and staffing implications.
- Targeted support for MCO establishment and alignment with broader FFI reforms.

UNICEF's Centers of Excellence (CoEs)



Staffing

Summary of total FT post changes (as of January 13)

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17,260

Current Posts

Total Net Reduction: 2365 FT posts (14%)

IP	○ % Abolished: **33 %** ○ % Net Reduction : **20%**
NO	○ % Abolished: **18 %** ○ % Net Reduction : **9%**
GS	○ % Abolished: **24%** ○ % Net Reduction : **13%**

14,895

Net Remaining Posts

Projected Cost Reductions over the 2026-2029 Quadrennium

(in US$ Million)

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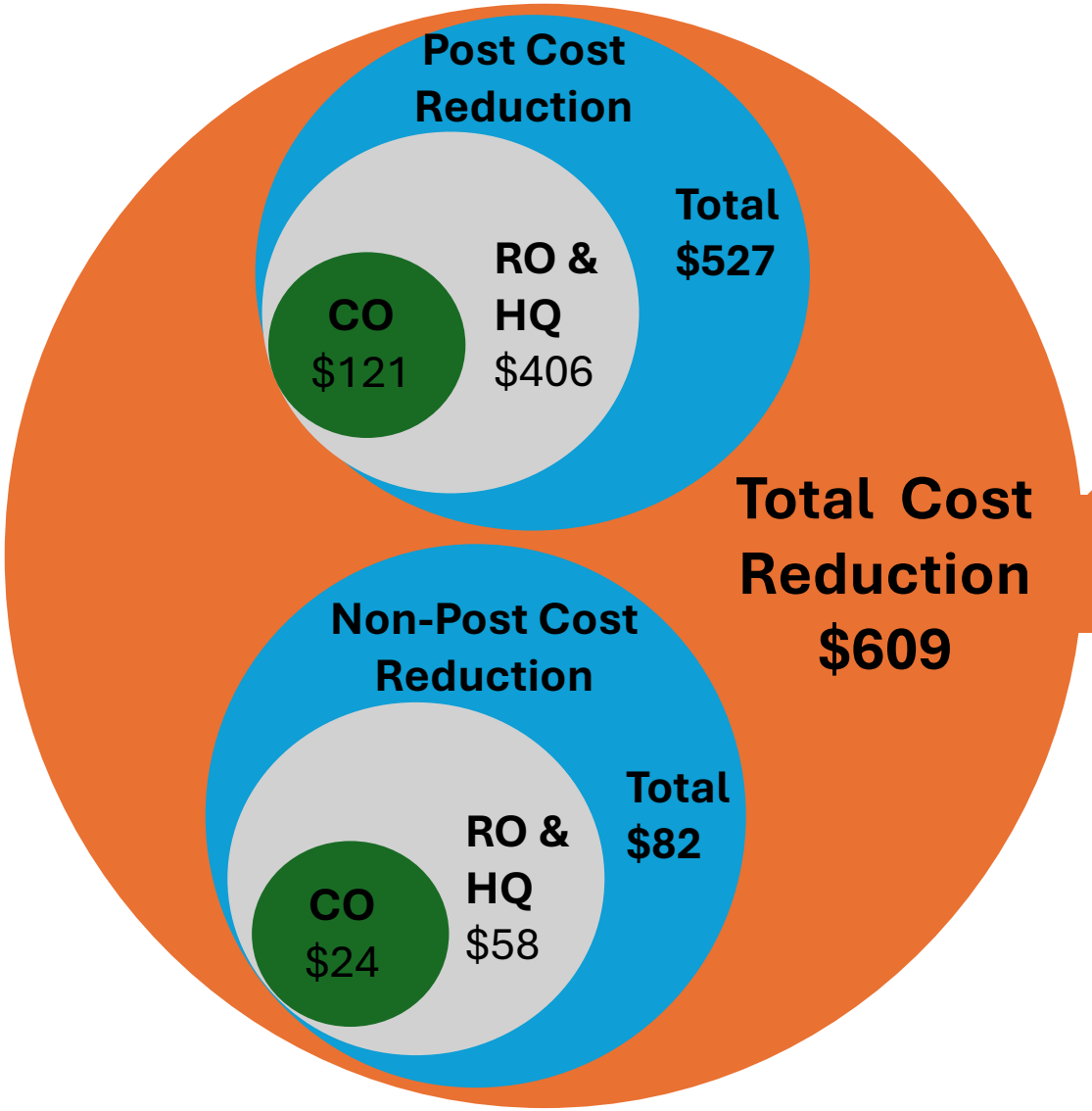

Total Cost Reduction

The total costs reduction in core resources achieved by COs, ROs and HQ divisions combined is approximately **$609 million** for the quadrennium.

The amount is inclusive of **$49 million** cost reduction achieved through HQ offices/divisions relocation.

HQ & RO Cost Reduction

Cost reductions from HQ and ROs total **$464 million** and from **COs** total **$145 million.**

Post & non-post Cost Reduction

The cost reductions are mainly achieved through reduction in positions, reducing the cost by **$527 million** and supplemented by reductions against non-post costs totaling **$82 million**.

FFI and UN80

UNICEF's Main Contributions to the UN80

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Future Focus Initiative

- **Global Shared Services**
- **Common Service Centers (CSCs)**
- **Common Back Offices (CBOs)**

- **Integrated Supply Chain for both Humanitarian and Development settings**

(close collaboration UNICEF, WFP and UN Secretariat's DOS)

- **Data: One UN Data Commons**

(Close collaboration UNICEF and DESA)

- **Continued strengthening of joint programming, including with non-resident agencies.**

(86% of UNICEF Country Offices are already involved in joint programming).

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