

Future Focus Initiative

Informal Briefing to the Executive Board
May 5, 2026



Main decisions taken so far

- 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

Recap of the FFI's 6 Workstreams

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 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.

Establishing 4 global Centers of Excellence (CoEs)

Major milestones to date

- All 4 CoEs went live early January 2026 - recruitment mostly completed.
- More than **3000** Technical Assistance requests in **133** countries to date since the launch of the CoEs.

Major next steps

- Complete the physical relocation of staff and remaining recruitment

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 tracking, and monitoring systems in place.
- Total number of planned relocations: 949. End of March 2026: 27% completed.

Major next steps

- Finalize office physical adjustments and readiness.
- Planned relocations:
 - End June 2026: 38%
 - End Sep 2026: 85%
 - End Dec 2026: 87%
 - End Mar 2027: 93%

Digital Impact

Major milestones to date

- TA Hub Minimum Viable Product (MVP) delivered and deployed, enabling initial TA intake and platform functionality.
- Scaling-up of the TA Hub MVP into the fully operational TA Hub in progress.

Major next steps

- Full transition to the TAHub system at the end of May. It will serve as a single entry point to submit and track TA requests, including structured intake, rapid triage, expert matching, transparent follow-up and knowledge management function.

CSCs, Shared Services & Remote Support

Major milestones to date

- Progress across Common Service Center (CSC) locations continues as the operationalization of the CSC model is advanced globally.
- Finance, Contracting, HR services transitioned from NYHQ CSC to respective CSC locations (Nairobi, Amman, Panama, Bangkok).

Major next steps

- Continue supporting CSC operations in remaining locations during the transition, through targeted technical and operational support.
- Advance CSC Harmonized Framework implementation (service catalogue and governance).

Consolidating Offices

Major milestones to date

- Process on track, with the DAPM & GoRAF offices consolidated into the Office of Strategy & Evidence (OSE)-Innocenti in Florence.
- Recruitment and transition planning ongoing for consolidated offices.

Major next steps

- Activate the consolidated regional offices EAPRO & ROSA and ECARO & MENARO in June and December 2026 respectively.
- Digital transitions (SharePoint spaces and data migration) and location readiness

CO Typologies & MCOs

Major milestones to date

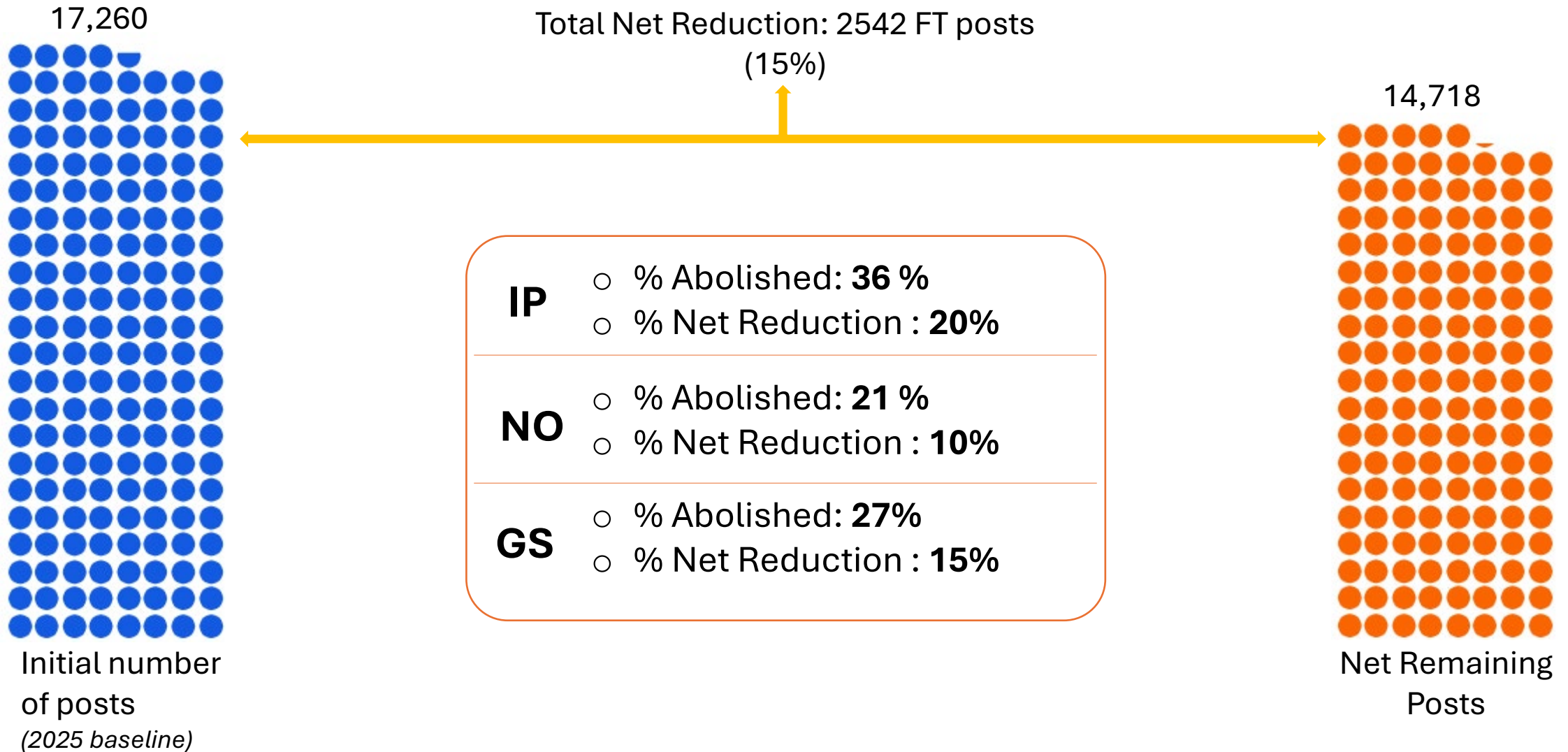
- Five new MCOs merging 17 offices: **Caribbean MCO** (*Eastern Caribbean Area, Guyana, Suriname, Belize, Jamaica*), **Sri Lanka-Maldives MCO**, **EU HIC MCO** (*Romania, Bulgaria, Croatia, Greece*), **BNLE MCO** (*Botswana, Namibia, Lesotho, Eswatini*), and **Madagascar-Comoros MCO**, with an expected start date of January 2027.

Major next steps

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

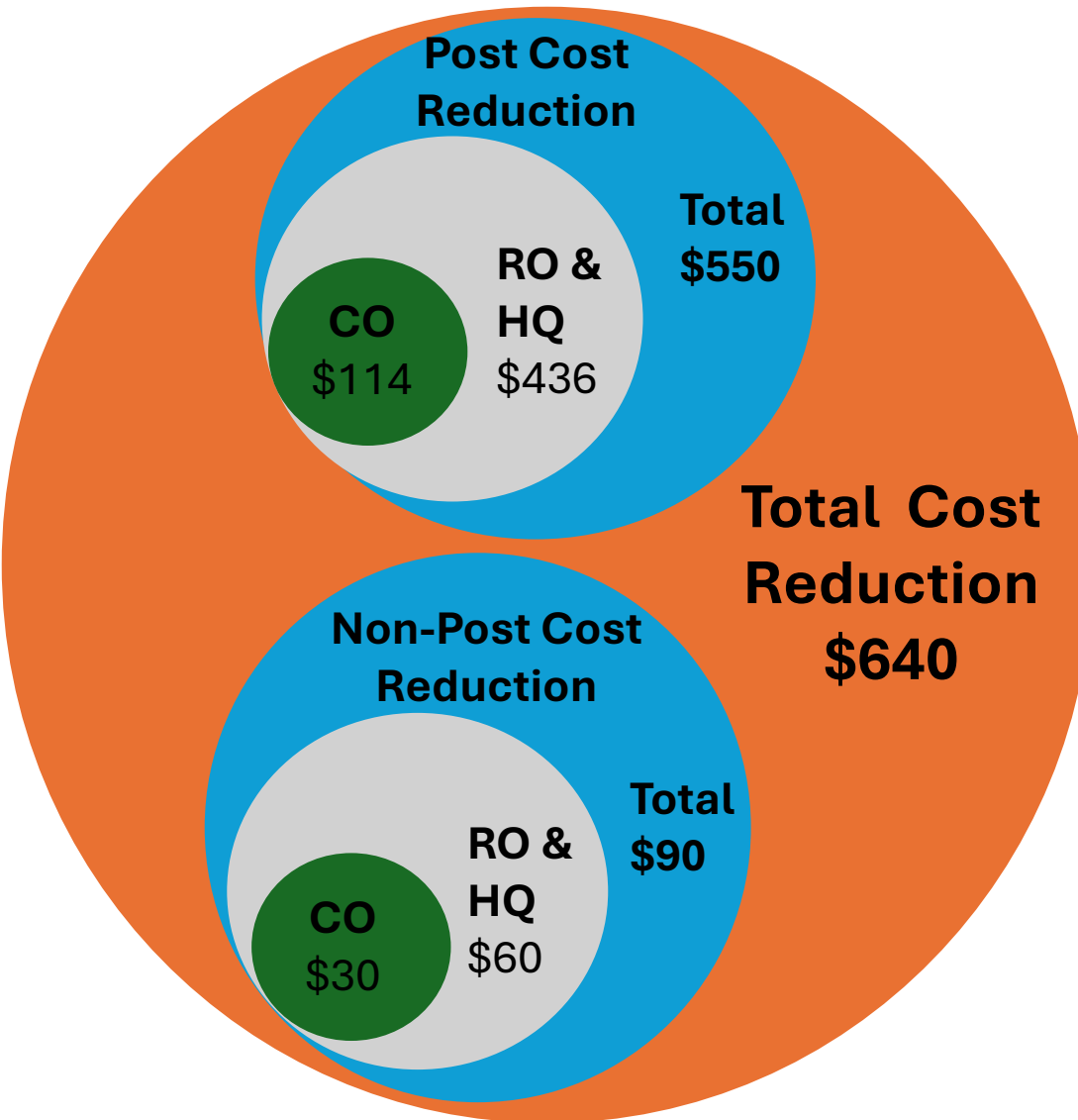
Staffing

Summary of total FT post changes (as of April 19, 2006)



Projected Cost Reductions over the 2026-2029 Quadrennium

(in US\$ Million)



Total Cost Reduction

The total costs reduction in core resources achieved by COs, ROs and HQ divisions combined is approximately **\$640 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 **\$496 million** and from **COs** total **\$144 million**.

Post & non-post Cost Reduction

The cost reductions are mainly achieved through reduction in positions, reducing the cost by **\$550 million** and supplemented by reductions against non-post costs totaling **\$90 million**.

FFI and UN80

UNICEF's Main Contributions to the UN80

- **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).



Thank You