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UNITED NATIONS POPULATION FUND

UNFPA integrated budget, 2026-2029

Summary

The proposed UNFPA integrated budget for 2026-2029 presents the resources that will contribute to the achievement of the results in the UNFPA strategic plan for 2026-2029. The integrated budget should be considered in conjunction with the UNFPA strategic plan for 2026-2029 (DP/FPA/2025/9) and its annexes.

The income projections are based on indications from donors and analysis of actual contribution trends, in consideration of the uncertain funding environment. UNFPA proposes for 2026-2029 a total contributions estimate of \$4,829.0 million, compared to \$6,031.2 million for 2022-2025 (2022-2024 actual income, and 2025 projections). As a result, the total resources available for 2026-2029 are estimated to reach \$5,637.7 million. This represents a substantial decrease of \$1,011.6 million, when compared to estimates for the previous cycle.

For 2026-2029, UNFPA proposes to dedicate \$4,741.1 million, or 90.5 per cent of the total available resources, to development and humanitarian activities, compared to \$5,551.7 million, or 90.8 per cent, during 2022-2025. UNFPA estimates that \$4,685.1 million will be available for programmes during 2026-2029, compared to \$5,475.2 million during 2022-2025. This represents a considerable decrease of \$790.1 million, or 14.4 per cent, reflecting the reduced income reality. However, as a percentage of total resources, the resources available for programmes will only marginally decrease – from 89.5 per cent during 2022-2025 to 89.4 per cent for 2026-2029 – reflecting the commitment of UNFPA to safeguard programmes as much as possible.

The institutional budget is proposed at \$556.5 million, also a considerable decrease of \$83.5 million, or 13.0 per cent. As a share of total resources, this represents only a marginal increase – from 10.5 per cent during 2022-2025 to 10.6 per cent for 2026-2029.

UNFPA will present the integrated budget proposal to the Advisory Committee on Administrative and Budgetary Questions, whose report will appear in document DP/FPA/2025/12.

Elements of a decision are contained in section III.

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Annexes

(Annexes to this document can be found on the [UNFPA Executive Board website](#))

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I. The integrated budget: strategic and financial context

A. Strategic context

1. The UNFPA strategic plan for 2026-2029 (DP/FPA/2025/9) reinforces the enduring commitment of UNFPA to the three transformative results: (a) ending unmet need for family planning; (b) preventing maternal deaths; and (c) eliminating gender-based violence and harmful practices – positioning UNFPA to accelerate progress towards the unfinished business of the 2030 Agenda for Sustainable Development. These transformative results continue to be at the very heart of the UNFPA mandate.
2. Building on decades of experience and a clear vision for the future, the strategic plan for 2026-2029 reaffirms the UNFPA role as a custodian of the International Conference on Population and Development Programme of Action (ICPD). This underscores the unwavering commitment of UNFPA to achieving universal access to sexual and reproductive health and the realization of reproductive rights for all. In an era of increasing challenges to gender equality and sexual and reproductive health and rights, the new strategic plan will prioritize and strengthen the normative role of UNFPA.
3. The UNFPA strategic plan for 2026-2029 introduces some critical adjustments to address emerging challenges and align the organization with the evolving global context. One of these important adjustments is the inclusion of population dynamics and demographic change at the outcome level, within the context of protecting and promoting individual rights and choices. This allows UNFPA to support national partners in addressing fundamental development issues, deepening the positive impacts along the other three outcomes, as well as ensuring that every country can identify rights-based policy options and strategic interventions when analysing and anticipating population change.
4. A sharpened focus on population dynamics and demographic change will enable countries and communities to better understand and respond to key demographic challenges in relation to critical global dynamics, such as climate change, migration and poverty reduction. By integrating these issues into national planning and policymaking, this approach promotes a more inclusive and sustainable development. It also aligns with global priorities outlined in the 2024 quadrennial comprehensive policy review (QCPR) of operational activities for development of the United Nations system, the Summit of the Future and other United Nations system reform initiatives, such as UN 2.0 and UN80, ensuring that demographic insight plays a vital role in shaping a better future for all.
5. Recognizing the growing need for UNFPA to further evolve into a development-humanitarian organization amid the increasing risks faced by women and girls due to the rising levels of natural and human-made disasters, the strategic plan for 2026-2029 highlights the importance of an integrated programming that bridges humanitarian, development and peace-responsive efforts. This approach ensures that support reaches the most vulnerable and crisis-affected populations, with a clear commitment to ‘leaving no one behind’ and maintaining the organization’s impact and relevance in the most challenging contexts.
6. The strategic plan for 2026-2029 rests on the strong conviction that the goals of achieving universal sexual and reproductive health and the strategic plan’s four outcomes can only be realized with an increased focus on the rights and inclusive participation of women, young people and girls as agents of change. This requires accelerated, targeted and coordinated action across humanitarian, development and peace interventions.
7. Recognizing the complexities of operating amid global uncertainties, UNFPA has embedded adaptability, innovation and resource optimization into the development of the strategic plan and the integrated budget for 2026-2029. This ensures that UNFPA is fit for purpose in an evolving global environment and continues to be a trusted partner in the global development landscape.
8. The integrated budget for 2026-2029 provides an overarching financial plan that underpins the results outlined in the strategic plan for 2026-2029, while retaining the necessary flexibility to adapt to evolving circumstances. In formulating the organization’s income projections and its integrated budget, UNFPA has adhered to prudent planning principles, prepared a results framework designed to accommodate unforeseen changes, and is reviewing its business model.

B. Financial context

9. The present proposal for the integrated budget for 2026-2029 comprises all estimated resources contributing to the achievement of the strategic plan results. The integrated budget resource projections cover four years, corresponding to the duration of the strategic plan for 2026-2029.

10. UNFPA enters the planning phase for 2026-2029 having demonstrated strong resource mobilization capacity, particularly in non-core resources, during the 2022-2025 cycle. However, the broader context for development finance presents significant headwinds. Widening sustainable development goals financing gaps, the growing trend of official development assistance being diverted from traditional development needs, as well as evolving economic and geopolitical landscapes and shifts in donor priorities, create a difficult environment for resource mobilization.

11. Therefore, the UNFPA fiscal forecast for 2026-2029, based on historical trends, donor intelligence and income scenario analysis, is deliberately conservative. On this basis, UNFPA projects a total of \$4,829.0 million in gross contributions for 2026-2029; this represents a decrease of \$1,202.2 million (or 19.9 per cent) when compared to the contributions of \$6,031.2 million for 2022-2025 (this figure includes 2022-2024 actual income and 2025 projections, as of 1 May 2025). The projected contributions for the 2026-2029 planning cycle consist of \$1,269.0 million in regular resources and \$3,560.0 million in other resources.

12. The increasingly complex global and humanitarian environment and the challenging global context for development cooperation presents a sobering backdrop for the UNFPA income outlook for 2026-2029. For this reason, income targets remain conservative, when compared to the actual income received during 2022-2025. This reflects the careful, realistic approach UNFPA takes in response to the challenging and unpredictable funding environment. Any income raised above the set targets will be used for the support of UNFPA country programmes.

13. As emphasized in General Assembly resolution 79/226 on the 2024 quadrennial comprehensive policy review, as well as in the Funding Compact 2.0, UNFPA prioritizes regular resources funding and aims to balance them with other resources. However, UNFPA forecasts an increasing strain between the necessity for predictable and flexible regular resources and the expanding prevalence of other resources, including a decline in the regular resources to other resources ratio (down to 26 per cent to 74 per cent), a concerning trend that falls below the United Nations funding compact objective of 30 per cent for regular resources.

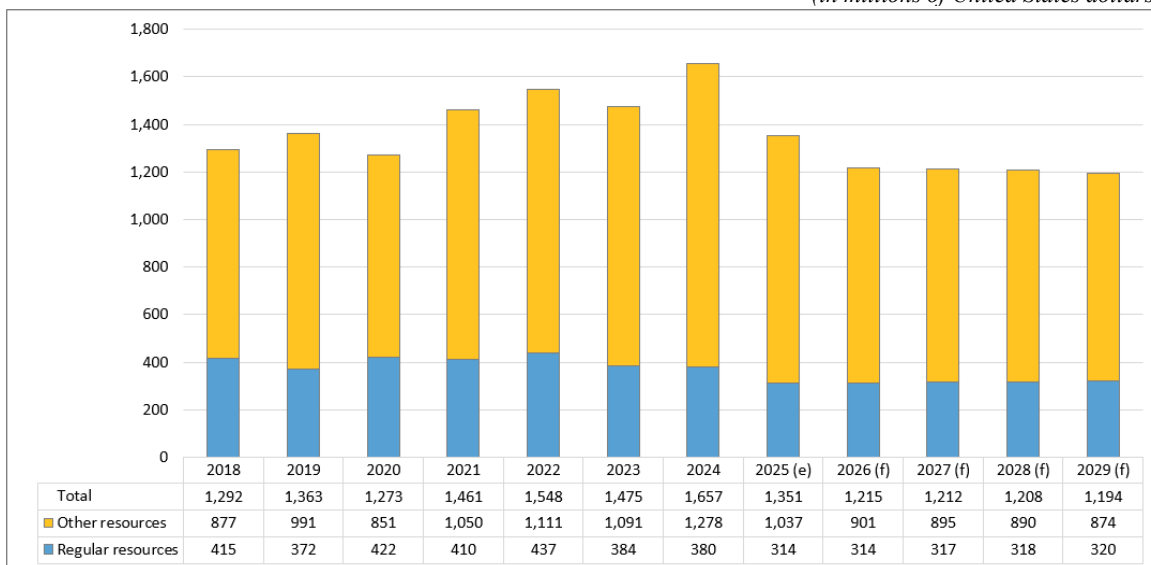
14. UNFPA continues to advocate with its partners that the preferred contribution modality remains regular resources, as these constitute the bedrock of the Fund's operational activities, and act as seed funding to mobilize additional resources. Regular resources allow UNFPA to maintain its infrastructure of country offices, regional offices and headquarters, which serve as the backbone for responding to both development demands and humanitarian needs in all parts of the world. This sustained operational capacity enables UNFPA to respond swiftly and effectively wherever needs arise, including in acute and sudden-onset crises. Furthermore, it allows the organization to address the diverse and evolving needs of populations, thereby upholding the principle of 'leaving no one behind.' It also allows UNFPA to maintain robust oversight structures.

15. Furthermore, UNFPA regular resources enable the organization to provide partners with unique expertise and maintain an extensive field-based presence in over 150 countries and territories, including in crises. Regular resources allow UNFPA to effectively carry out its normative role and provide essential services to those most in need, with high-quality support and standardized approaches.

16. UNFPA continues to strengthen collaboration through joint frameworks with a diverse range of partners – international financial institutions, the corporate sector, philanthropy and foundations, and the general public – to enhance synergies at regional and country levels. At the same time, UNFPA is actively nurturing key donor relationships and expanding its donor base, especially among programme countries and other countries that are not members of the Organization for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC); this is also central to reducing financial risk and promoting sustainability. Additionally, UNFPA is supporting programme countries on the shift from funding to 'funding and financing' strategies to increase the availability of development financing.

Figure 1.
Contributions, by funding category, 2018-2029

(in millions of United States dollars)



Source: For 2018-2024, annual financial statements; for 2025, estimate (e); for 2026-2029, forecast (f).

Note: Figures for regular resources contributions exclude investment income.

II. Integrated budget, 2026-2029

A. Integrated resource plan

17. The preparation process for the integrated budget, 2026-2029 adhered to a hybrid methodology, predicated upon high-level, predetermined budget envelopes, formulated on the basis of a prudent assessment of conservatively projected resources and strategic priorities. These initial budget envelopes served as an overarching budgetary ceiling, providing a framework to guide individual divisions in the development of their detailed, bottom-up budget proposals. Subsequent to the finalization of the bottom-up budgeting phase, in conformity with the allocated envelopes, significant and rapid changes within the humanitarian and development assistance sector compelled UNFPA to make further downward adjustments to the projected contributions. Consequently, high-level reduction targets were set to the initial budget envelopes. This strategic adjustment was taken to ensure alignment with the revised projections of contributions and to enable the organization to flexibly respond to concurrent United Nations reform initiatives such as UN 2.0 and UN80. UNFPA is committed to reviewing its organizational structures across all levels and cost categories to identify further cost-saving measures to achieve the additional reduction targets and ensure that costs are contained within the proposed integrated budget.

18. In adherence to the joint cost-recovery policy for UNDP, UNFPA, UNICEF and UN-Women approved by the Executive Board in 2024 (DP/FPA-ICEF-UNW/2024/1), effective 2026, UNFPA reclassified country-level costs (except for country representative costs) from 'institutional budget' to 'programme,' as these resources directly contribute to the delivery and support of country programmes. Furthermore, to advance harmonization within the United Nations system, the revised policy now groups three existing cost classifications (management; independent oversight and assurance; and special purpose) under a new common header called 'enabling functions.' To compare the integrated budgets for 2022-2025 and 2026-2029 accurately and transparently, the restated integrated budget for 2022-2025 (DP/FPA/2024/10, table 3

in annex 1), has been adjusted to reflect these changes. Therefore, the adjusted integrated budget for 2022-2025, as referenced in this document and its annexes, serves as the basis for comparison with the proposed integrated budget for 2026-2029.

19. Table 1 below shows the integrated resource plan for 2026-2029 in all cost categories, including regular resources and other resources. In line with the imperative to align the integrated budget with available resources, cost curtailment measures have been applied across all components. The figures presented in table 1 and all other tables are rounded to the closest decimal and thus may not add up to the decimal point.

Table 1.
Integrated resource plan, 2026-2029

(in millions of United States dollars)

1. Resources available	MTR Integrated budget, 2022-2025 DP/FPA/2024/10 (restated)					Integrated budget, 2026-2029				
	Regular resources	Other resources		Total resources	Percentage of total	Regular resources	Other resources		Total resources	Percentage of total
		Programme	Cost recovery				Programme	Cost recovery		
Opening balance a/ Income	181.2	830.0	-	1,011.2		136.9	639.4	-	776.3	
Contribution-gross	1,520.5	4,117.7	-	5,638.2		1,269.0	3,560.0	-	4,829.0	
Other b/	29.9	(7.4)	-	22.5		60.0	-	-	60.0	
Total income	1,550.4	4,110.3	-	5,660.7		1,329.0	3,560.0	-	4,889.0	
Less tax reimbursement c/	(22.6)	-	-	(22.6)		(27.6)	-	-	(27.5)	
Total available	1,709.0	4,940.3		6,649.3		1,438.4	4,199.4		5,637.7	
2. Use of resources										
A. Development and humanitarian activities										
A.1 Programme d/	1,417.1	4,307.8	(249.8)	5,475.2	89.5%	1,136.2	3,804.4	(255.5)	4,685.1	89.4%
A.2 Development effectiveness	37.9		38.6	76.5	1.3%	22.8	-	33.2	56.0	1.1%
Total development and humanitarian activities	1,455.0	4,307.8	(211.2)	5,551.7	90.8%	1,159.0	3,804.4	(222.3)	4,741.1	90.5%
B. United Nations development coordination	17.1			17.1	0.3%	17.6	-	-	17.6	0.3%
C. Enabling functions										
C.1 Management activities	278.4	-	171.7	450.1	7.4%	236.2	-	187.0	423.2	8.1%
C.2 Independent oversight and assurance activities	33.5	-	34.1	67.6	1.1%	24.3	-	35.4	59.7	1.1%
C.3 Special purpose	23.3	-	5.4	28.7	0.5%	-	-	-	-	0.0%
Total enabling functions	335.2	-	211.2	546.4	8.9%	260.5	-	222.3	482.8	9.2%
Total use of resources (A+B+C)	1,807.3	4,307.8		6,115.1	100.0%	1,437.2	3,804.4		5,241.6	100.0%
3. Net amounts from/(to) reserves e/										
	101.5	-	-	101.5		(1.2)	-	-	(1.2)	
4. Balance of resources (1-2+3)										
	3.2	632.5	-	635.7		0.0	395.0	-	395.0	

a/ Regular resources opening balance for 2026 has been revised as per 2024 financial statements; other resources have been revised based on funds received and available for programming.

b/ Includes investment and miscellaneous income.

c/ Adjustment for tax reimbursements to staff who are nationals of one Member State.

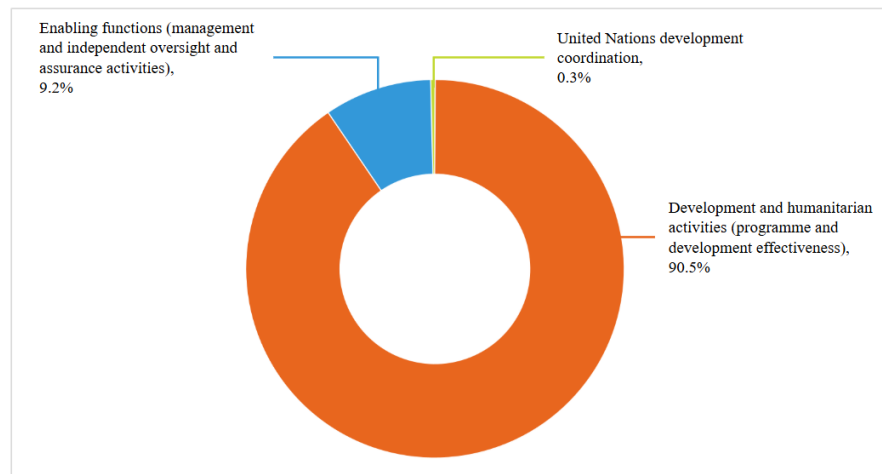
d/ 'Other resources - Programmes' reflects total programme expenses as per financial statements; the cost recovery is offset to enable a comparison with the estimates in the budget document.

e/ Includes adjustments to the operational reserve as per financial regulations and rules and transfers from previous periods.

Note: Figures in this table and in other tables in this document are rounded to the closest decimal; therefore, they may not add up.

20. The proposed use of resources in figure 2 below shows the resources by cost classification categories, including development and humanitarian activities, United Nations development coordination activities and enabling functions, including management activities, and independent oversight and assurance activities. UNFPA continues to dedicate a significant majority of its resources to development and humanitarian activities.

Figure 2.
Integrated budget, by cost classification categories, 2026-2029



21. For 2026-2029, UNFPA proposes to allocate 90.5 per cent of total available resources to development and humanitarian activities, compared to 90.8 per cent during 2022-2025, a minimal reduction of 0.3 percentage points. In nominal terms, the resources available for development and humanitarian activities will decrease by \$810.6 million, from \$5,551.7 million in 2022-2025 to \$4,741.1 million in 2026-2029, directly as a result of anticipated reductions in income.

22. Similarly, the resources allocated for programmes is \$4,685.1 million, which is 89.4 per cent of total available resources. This is a decrease of \$790.1 million, or 14.4 per cent, from the 2022-2025 allocation of \$5,475.2 million, which was 89.5 per cent of total resources. Despite the decrease in nominal terms, UNFPA has endeavoured to safeguard its programmatic activities. As a result, the share of total integrated budget resources allocated to programmes is expected to remain largely consistent with the 2022-2025 cycle. This demonstrates the commitment of UNFPA to prioritizing programme delivery within the context of prevailing resource constraints. It should be noted that these cuts jeopardize the organization's capacity to achieve its three transformative results and fulfill its normative role.

23. UNFPA is making a concerted effort to balance the need for sustained programme delivery with the imperative of maintaining accountability and performance standards. In line with this, UNFPA proposes for 2026-2029 an institutional budget appropriation of \$556.5 million. While this appropriation entails a decrease by \$83.5 million, or 13.0 per cent, from \$640 million in 2022-2025, it represents an increase from 10.5 per cent of total resources in 2022-2025 to 10.6 per cent in 2026-2029. This is a result, on the one side, of the inherent nature of these functions and their restricted capacity to absorb continued fiscal pressure without significant detriment to UNFPA performance standards; on the other side, it reflects the commitment of UNFPA to continue to ensure adequate fiduciary and oversight functions, support for the resident coordinator system, and overall organizational effectiveness and efficiency.

24. In the proposed integrated budget for 2026-2029, the United Nations development coordination activities are proposed to increase to \$17.6 million, from \$17.1 million during 2022-2025, at 0.3 per cent of total resources available. The projection reflects the most recent cost estimate of the UNFPA share of the resident coordinator system.

25. From the resources available for the institutional budget, UNFPA is proposing \$482.8 million, or 9.2 per cent of total resources, for enabling functions, including management, independent oversight and assurance costs, and special purpose. This represents a decrease of \$63.6 million from the \$546.4 million allocated in 2022-2025. This reduction is attributable to a combination of factors, including: implementation of cost-saving measures, to align with reduced projected contributions for 2026-2029; exclusion of costs previously classified under special purpose, such as the one-time costs for the UNFPA headquarters optimization and headquarters relocation, which are not required in the next budget cycle; the individual

giving programme and investments in information technology developments being now funded through alternative sources and therefore no longer included in the institutional budget 2026-2029.

26. For 2026-2029, UNFPA proposes management activities cost of 8.1 per cent of the total use of resources, compared to 7.4 per cent during 2022-2025. Despite the increase in the relative share, reflecting the necessary fiduciary and basic corporate functions, management costs will significantly decrease by \$27.0 million, from \$450.1 million in 2022-2025 to \$423.2 million in 2022-2026. Management costs are less elastic to the reductions in income, as they sustain essential organizational functions, such as fiduciary oversight, corporate governance, resource mobilization, and leadership, which an organization must undertake irrespective of the volume of programmes. Consequently, when total resources diminish, the cost of preserving these essential functions forms a greater share of the overall budget, even as efforts are made to lower their absolute cost through reductions.

27. After a number of years of sustained investments, even during previous times of austerity, UNFPA proposes \$59.7 million for independent oversight and assurance activities in 2026-2029; while a decrease of \$7.9 million in absolute terms, this preserves the same proportional level as in 2022-2025. The budget for the independent centralized evaluation function is proposed at \$16.0 million, a reduction of \$4.4 million from \$20.3 million in 2022-2025, partly attributable to anticipated operational efficiencies and savings from the relocation of the Independent Evaluation Office from New York to Nairobi. The remaining reductions are in operational costs (as opposed to staffing costs) as a result of consolidation of evaluation activities and cost-saving measures. Likewise, UNFPA proposes \$43.7 million for the independent corporate audit and investigation functions, a decrease of \$3.5 million from \$47.3 million in 2022-2025, primarily reflecting a reduction of temporary positions. Reductions made are in those with the lowest risk to the work of the Office of Audit and Investigation Services and reflect a smaller reduction than the majority of other business units in light of expected funding shortfalls. The overall share of 0.8 per cent of total use of resources remains the same in 2026-2029 as in the 2022-2025 cycle. These proposed allocations underline the strong commitment of UNFPA to a robust independent oversight, while balancing the need to sustain programme delivery.

28. Supply-chain management services are administered separately from regular resources. Income generated from supply-chain management services is offset by direct costs and operating expenses related to those services. As a result, supply-chain management services are excluded from the integrated budget presentation.

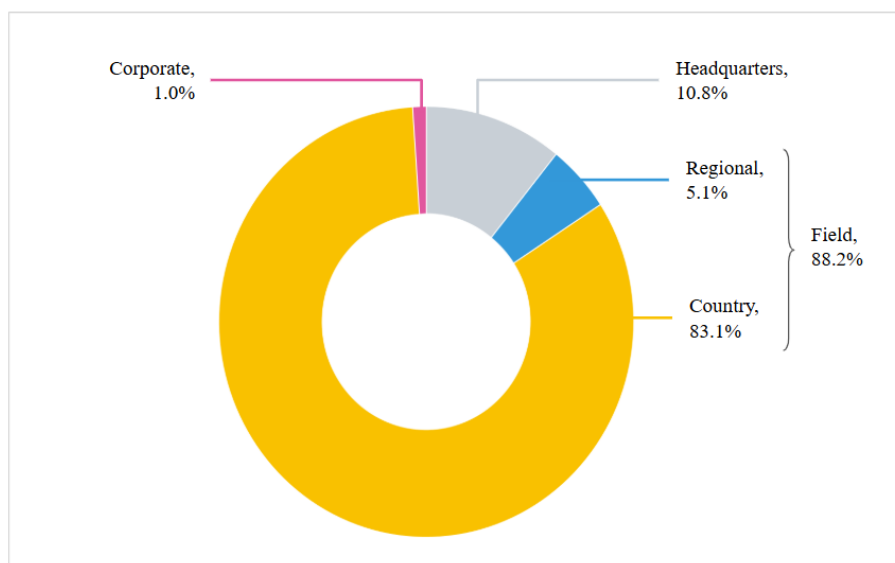
29. Total available resources for 2026-2029 have been adjusted by \$27.5 million for estimated tax reimbursements to staff who are nationals of one Member State.

B. Integrated budget components

30. The integrated budget comprises all planned resources for strategic plan outcomes and organizational effectiveness and efficiency outputs for 2026-2029. For all funding sources, programme design is aligned with the strategic plan. However, allocation mechanisms differ for other resources; allocation is done in close cooperation with respective donors and stakeholders. For regular resources, allocation mechanisms vary; these are explained below.

31. While spending is projected to decrease, in line with overall funding trends, 88.2 per cent of resources in the integrated budget will be directed to the field, a testimony to the fact that UNFPA is and will remain a field-focused organization, committed to make a difference where it is most needed, as reflected in figure 3 below.

Figure 3.
Integrated budget resources, by location, 2026-2029



Programmes

32. Programmatic interventions are delivered at the country level as well as global and regional levels. Furthermore, the UNFPA emergency fund supports the organization's rapid response to humanitarian crises. Table 2 below provides a financial summary of the programme components, which decrease by \$790.1 million.

Table 2.
Programme resources, by component, 2026-2029

(in millions of United States dollars)

	MTR Integrated budget, 2022-2025 DP/FPA/2024/10 (restated)					Integrated budget, 2026-2029				
	Regular resources	Other resources		Total resources	Percentage of total	Regular resources	Other resources		Total resources	Percentage of total
1. Resources available		Programme	Cost recovery				Programme	Cost recovery		
Summary programme										
Country programmes	1,163.5	3,980.2	(231.3)	4,912.3	80.3%	915.8	3,541.5	(237.9)	4,219.5	80.5%
Global and regional programme	211.6	327.7	(18.4)	520.7	8.5%	180.4	262.9	(17.7)	425.6	8.1%
Emergency fund	42.0			42.0	0.7%	40.0	-	-	40.0	0.8%
Total programme	1,417.1	4,307.8	(249.8)	5,475.2	89.5%	1,136.2	3,804.4	(255.5)	4,685.1	89.4%

Country programmes

33. The largest share of UNFPA resources will continue to be allocated to country programmes for the attainment of the results of the strategic plan for 2026-2029. Compared to 2022-2025, UNFPA envisages a significant funding decrease of \$692.8 million for country programmes, driven by the projected reduction in income. Of this decrease, \$247.6 million is from regular resources and the remaining \$445.2 million from other resources. Nevertheless, the share of total resources planned for country programmes will increase slightly, from 80.3 per cent to 80.5 per cent, a reflection of the UNFPA commitment to prioritize and safeguard programmes as much as possible.

34. UNFPA will continue prioritizing support to the least developed countries and fragile countries with humanitarian needs, align support to implement relevant frameworks (Istanbul Programme of Action, including outcomes of the fifth United Nations Conference on the Least Developed Countries, and the Vienna Programme of Action), in line with the 2024 quadrennial comprehensive policy review, and also to empower all UNFPA country offices to respond to requests for upstream, high-level expertise, technical assistance and policy implementation support, including from middle-income countries.

35. UNFPA will continue to provide targeted technical and programmatic support, guided by the strategic plan results and based on disaggregated data and analysis, for cost-effective and scaled-up impacts. It will also continue strengthening support to the small island developing States and responding effectively to the multi-country office reviews and the Antigua and Barbuda Accords. Country offices continue to be able to deploy resources flexibly to better respond to country-specific needs and the funding environment.

36. Given the voluntary nature of the organization's funding and the characteristics of the country programmes in terms of national ownership, the aggregate resources assigned to country programmes are indicative. A resource framework for country programmes will continue to be submitted to the Executive Board for approval separately.

Global and regional programmes

37. The global and regional programmes were prepared concurrently with the strategic plan and the integrated budget to ensure alignment and coherence with the outcomes and outputs of the strategic plan for 2026-2029.

38. For 2026-2029, UNFPA indicative resources for global and regional programmes are \$425.6 million, a decrease of \$95.3 million, compared to 2022-2025.

39. UNFPA proposes a ceiling of regular resources of \$180.4 million towards its global and regional programmes, a decrease of \$31.3 million, compared to \$211.6 million in 2022-2025. This net reduction is attributable to a cost increase of \$2.9 million resulting from inflation and the latest salary scale adjustments, coupled with cost curtailment of \$34.2 million, implemented to align with lower projected contributions. Of this cost curtailment, \$14.8 million corresponds to a cost reduction target established at the budget envelope level, whereby UNFPA commits to implementing cost-saving measures to ensure costs are contained with the proposed integrated budget, consistent with the approach outlined in paragraph 17 above.

40. To support country efforts to accelerate towards the three transformative results, UNFPA will strengthen data analytics, enabling countries to address global megatrends and demographic changes, in line with UNFPA comparative advantages. Underpinning this effort will be a fundamental redesign of the UNFPA corporate programme technical support mechanism, ensuring that countries receive timely and tailored expertise informed by robust data insights and the latest evidence. UNFPA will also continue to reinforce efforts toward mobilizing partnerships in support of the ICPD Programme of Action and leveraging sustainable financing and investments.

41. Details regarding the respective global and regional programmes, including their respective indicative resources for 2026-2029, are provided as an annex to the UNFPA strategic plan for 2026-2029. The global and regional programmes regular resources ceiling cannot be exceeded without the approval of the Executive Board.

Emergency fund

42. For the 2026-2029, UNFPA proposes an allocation of \$40.0 million to its emergency fund, amounting to \$10.0 million annually, as authorized by Executive Board decision 2015/3. This proposed allocation represents a decrease of \$2.0 million, compared to \$42.0 million allocated during 2022-2025, a figure that includes an additional \$2.0 million approved by the Executive Director in 2023. This additional allocation was made to address the unprecedented scale and scope of humanitarian emergencies, in accordance with the authorization provided by Executive Board decisions 2015/3 and 2021/9, which permits the Executive Director "to increase the emergency fund by up to \$2.0 million in a given year, if the number and extent of the emergencies so warrant." Without this additional \$2.0 million allocation in 2023, the proposed appropriation for 2026-2029 remains at the same level as 2022-2025. UNFPA proposes to retain the same authorization to increase the emergency fund granted to the Executive Director in the budget cycle for 2026-2029.

43. The emergency fund is integral to the capability of UNFPA to quickly provide life-saving assistance in humanitarian crises, noting the sharp increase in humanitarian needs in recent years. With the availability of this important aspect of the emergency fund, UNFPA is able to propose maintaining these funding levels despite the decreased available resources and cost reductions impacting the integrated budget for 2026-2029. However, the objective of the emergency fund continues to be the provision of rapid catalytic funding that can generate additional funds and activities, not to become the primary funding vehicle for humanitarian programming.

Institutional budget

44. In addition to the programme resources discussed above, the integrated resource plan includes the following three cost categories that form the institutional budget: (a) development effectiveness; (b) United Nations development coordination; and (c) enabling functions. The latter category, enabling functions, includes the following subcategories: management; independent oversight and assurance; and special purpose activities. The Executive Board approves the institutional budget as a nominal appropriation, which cannot be exceeded without the approval of the Executive Board.

45. The institutional budget is the foundation of the organization and reflects the commitment of UNFPA to maintain a universal presence. This budget ensures that essential corporate functions, vital to the effective operation of the organization, including the second and third lines of control, as well as financial and risk management, are sustained irrespective of the volume of programme delivery.

Table 3.
Institutional budget, 2026-2029

I. Resources available	MTR Integrated budget, 2022-2025 DP/FPA/2024/10 (restated)					<i>(in millions of United States dollars)</i> Integrated budget, 2026-2029				
	Regular resources	Other resources		Total resources	Percentage of total	Regular resources	Other resources		Total resources	Percentage of total
		Programme	Cost recovery				Programme	Cost recovery		
Summary institutional budget										
A.2 Development effectiveness	37.9	-	38.6	76.5	1.3%	22.8	-	33.2	56.0	1.1%
B. United Nations development coordination	17.1	-	-	17.1	0.3%	17.6	-	-	17.6	0.3%
C. Enabling functions										
C.1 Management activities	278.4	-	171.7	450.1	7.4%	236.2	-	187.0	423.2	8.1%
C.2.1. Corporate evaluation	10.1	-	10.3	20.3	0.3%	6.5	-	9.5	16.0	0.3%
C.2.2 Audit and investigation	23.4	-	23.8	47.3	0.8%	17.8	-	25.9	43.7	0.8%
C.3.1 Comparable special purpose	5.3	-	5.4	10.7	0.2%	-	-	-	-	0.0%
C.3.2 Non comparable special purpose	18.0	-	-	18.0	0.3%	-	-	-	-	0.0%
Total enabling functions	335.2	-	211.2	546.4	8.9%	260.5	-	222.3	482.8	9.2%
Total	390.3	-	249.8	640.0	10.5%	301.0	-	255.5	556.5	10.6%

46. The institutional budget is proposed at \$556.5 million. This represents a decrease of \$83.5 million, compared to the \$640.0 million allocated for 2022-2025. The decrease is driven by cost curtailment and efficiency gains measures that cut across the overall integrated budget, including organizational effectiveness and efficiency outputs. While the nominal appropriation for the institutional budget decreases, its relative share of the total use of resources slightly increases by 0.1 percentage points, from 10.5 per cent in 2022-2025 to 10.6 per cent in 2026-2029. Furthermore, the share of the recurring management costs in the total use of resources will be 8.1 per cent, up from 7.4 per cent previously planned for 2022-2025, primarily due to the imperative to sustain fundamental organizational functions irrespective of programme volume. Sustaining these key functions is critical to effectively delivering on the UNFPA mandate while upholding mandatory fiduciary responsibilities and robust oversight mechanisms, including risk management. Sections C and D below further elaborate the institutional budget proposal.

C. Integrated results and resources framework

47. The integrated results and resources framework for 2026-2029 reflects the six strategic outputs and the three operational effectiveness and efficiency outputs of the UNFPA strategic plan for 2026-2029. The integrated results and resources framework contained in the strategic plan continues to be the sole, overarching results framework for UNFPA. Table 4 below shows the high-level indicative breakdown of resources to results by the strategic plan outputs.

Table 4.
Integrated results and resources framework, 2026-2029 (indicative)

(in millions of United States dollars)

Output	Cost classification	Integrated budget 2026-2029			Total
		Regular resources	Other resources	Cost recovery	
Output 1: Data, analysis and foresight By 2029, Strengthened data systems, demographic analysis and foresight to inform laws, policies, systems and programmes related to sexual and reproductive health, gender equality and other related development sectors for women, girls and young people	Programme	100.8	319.4		420.2
Output 2: Policy, advocacy and accountability By 2029, improved formulation, integration, and implementation of laws, policies and programmes related to sexual and reproductive health and reproductive rights, as well as prevention of and response to gender-based violence and harmful practices against women, girls and young people	Programme	100.8	319.4		420.2
Output 3: Leveraging sustainable financing and investment By 2029, leveraged, expanded and diversified financing and social protection systems towards sexual and reproductive health and gender equality and the empowerment of women, girls and young people	Programme	56.0	177.4		233.4
Output 4: Social and gender norms By 2029, strengthened capacities of individuals, communities and institutions to address gender discrimination and harmful gender and social norms to advance gender equality, bodily autonomy and reproductive rights	Programme	190.4	603.3		793.7
Output 5: Quality of care and services By 2029, strengthened the capacity of systems, institutions and communities to provide high-quality, comprehensive sexual and reproductive health information and services, including supplies, as well as essential services to address gender-based violence and harmful practices for women, girls and young people	Programme	448.0	1,419.6		1,867.5
Output 6: Humanitarian action and preparedness/resilience By 2029, enhanced the leadership and operational capacity of humanitarian actors to operationalize coordinated and localized emergency preparedness and responses, focusing life-saving intervention related to sexual and reproductive health, gender-based violence and harmful practices for women, girls and young people	Programme	224.0	709.8		933.8
OEE1: Improved programming for results	Programme	7.7			7.7
	Development effectiveness	22.8		33.2	56.0
	Independent oversight and assurance	6.5		9.5	16.0
	Management	3.2		2.5	5.7
Total		40.2	-	45.2	85.4
OEE2: Optimized management of resources	Programme	4.6			4.6
	Independent oversight and assurance	17.8		25.9	43.7
	Management	105.2		83.3	188.5
	Total	127.6	-	109.2	236.8
OEE3: Expanded partnerships and strategic communications for impact	Programme	3.9			3.9
	United Nations development coordination	17.6			17.6
	Management	127.8		101.2	228.9
	Total	149.3	-	101.2	250.5
Total		1,437.2	3,548.9	255.5	5,241.6

48. As in any conceptual framework, the link between results and resources is a simplified version of a complex reality. Accountability for the results in the integrated results and resources framework extends beyond the units or programmes directly linked to the associated resources. For example, for organizational effectiveness and efficiency outputs, the accountability for achieving the outputs is shared across organizational units, as outputs reflect corporate priorities to which multiple units must contribute. Similarly, the achievement of development outcomes is the effect of a concerted effort that involves various stakeholders.

49. The link between results and resources in the institutional budget was developed based on the harmonized results-based budgeting framework for the institutional budget (approved in Executive Board decision 2011/10). The actual amounts and proportions of resources by outputs and outcomes are estimated based on past experience and recent trends across ongoing programmes over the years. Because of the bottom-up nature of country programme approvals (further elaborated in paragraph 59 below), and the ratio of regular and other resources funding, there is no expectation that actual estimates by outputs or outcomes will adhere to the indicative breakdown. Moreover, country programme cycles are not synchronized with the strategic plan cycle. Additionally, the variable durations of other resources funding often may not align with the strategic plan timeline. Therefore, deviations from the indicative breakdown are likely to persist and also change from year to year.

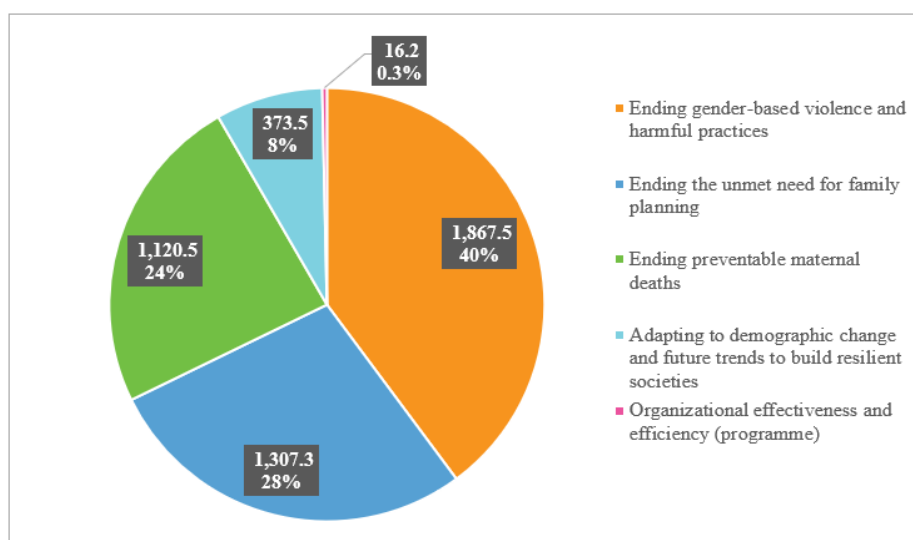
Estimated breakdown of resources to development outcomes

50. The indicative estimates of resources to the four strategic plan outcomes, as well as six development outputs and three organizational efficiency and effectiveness outputs, is aligned with the priorities of the strategic plan for 2026-2029 and reflects the results that UNFPA seeks to achieve during those four years. The details are captured in the strategic plan, the theory of change, and the accompanying targets in the forthcoming updated integrated results and resources framework; however, a few elements are important to highlight here.

51. Figure 4 below reflects estimated and indicative distribution of programme resources, targeting the four outcomes, as outlined in the strategic plan. Based on the organization's strategic ambition as well as an analysis and review of past and present trends, the indicative breakdown of programmatic resources to the four outcomes in the integrated results and resources framework is as follows:

- (a) Outcome 1 (reduction in the unmet need for family planning accelerated): 28 per cent;
- (b) Outcome 2 (reduction of preventable maternal deaths accelerated): 24 per cent;
- (c) Outcome 3 (reduction in gender-based violence and harmful practices accelerated): 40 per cent;
- (d) Outcome 4 (adapting to demographic change and future trends to build resilient societies: 8 per cent.

Figure 4.
Indicative distribution of programme resources,
by four outcomes and organizational effectiveness and efficiency, 2026-2029
(in millions of United States dollars)



52. The introduction of a fourth outcome, on population dynamics and demographic change, in the strategic plan, 2026-2029, is not conceived as separate from the UNFPA commitment to the three transformative results. Rather, this addition is intended to enhance and facilitate the achievement of these results, positioning UNFPA to address root-causes of the development challenges and thereby amplifying the impact and sustainability of the three transformative results while advancing rights and choices.

Estimated breakdown of resources to development outputs

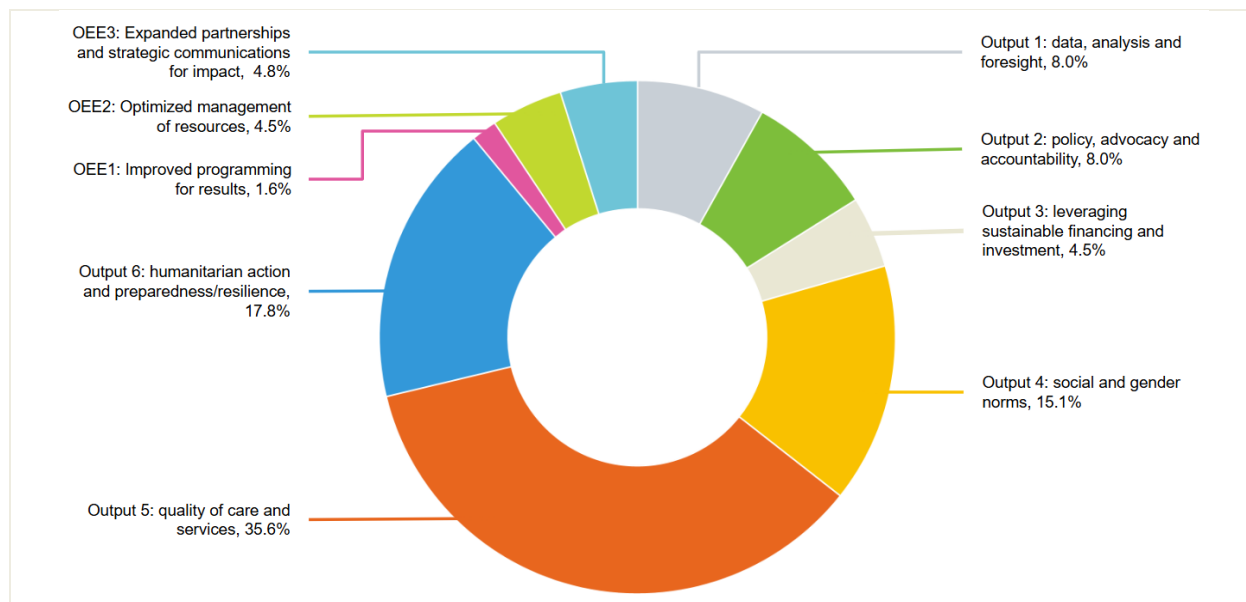
53. The six programmatic outputs in the integrated results and resources framework are estimated to maintain the following proportional share of the overall programme resources (without considering any minor adjustments for programme contributions to organizational effectiveness and efficiency outputs):

- (a) Output 1 (data, analysis and foresight): 9 per cent;
- (b) Output 2 (policy, advocacy and accountability): 9 per cent;
- (c) Output 3 (leveraging sustainable financing and investment): 5 per cent;
- (d) Output 4 (social and gender norms): 17 per cent;
- (e) Output 5 (quality of care and services): 40 per cent;
- (f) Output 6 (humanitarian action and preparedness/resilience): 20 per cent.

54. The six outputs reflect a strategic recalibration informed by a comprehensive analysis of the current global landscape, emerging demographic trends, and persistent inequalities. While acknowledging the significant contributions of the strategic plan, 2022-2025, the proposed changes are essential to ensuring that UNFPA remains agile, responsive, and impactful in a rapidly changing world, ultimately enabling the organization to achieve the three transformative results. The previous focus – on policy and accountability, quality of care and services, gender and social norms, population change and data, and humanitarian action – remains central to the strategic plan. The introduction of a dedicated output on leveraging financing and investments represents an evolution in the organization's approach, recognizing the imperative of resource mobilization for achieving a sustainable impact. The explicit focus on adolescents and youth from the previous plan is now strategically integrated across all programmes, recognizing the centrality of young people to achieving the four outcomes of the strategic plan.

55. The breakdown of resources by development output is indicative only. The actual breakdown is generated by the totality of UNFPA programming. At the output level, in alignment with the strategic plan, figure 5 below shows the indicative allocations of all resources (programme and institutional budget) by the six programmatic strategic plan outputs as well as by the three operational effectiveness and efficiency outputs.

Figure 5.
Indicative distribution of total resources,
by strategic plan development and organizational effectiveness and efficiency outputs, 2026-2029



56. The programme resource estimates by strategic plan outputs reflect the different settings in which the organization works, based on the pre-existing business model. Countries that are furthest from achieving the three transformative results have the highest needs related to sexual and reproductive health and gender-based violence services are projected to spend more of their programme resources on output 5 (quality of care and services). All countries – determined by their specific local needs and the national priorities outlined in the respective United Nations Sustainable Development Cooperation Frameworks and country programmes – are expected to consider investments in output 1 (data, analysis and foresight); output 2 (policy, advocacy and accountability); output 3 (leveraging sustainable financing and investment); and output 4 (social and gender norms) for resilience building. Countries affected by humanitarian crises will have significantly increased demands for investment in output 5 (quality of care and services) and output 6 (humanitarian action and preparedness/resilience).

57. Several important elements influence the interpretation of these figures. First, the integrated results and resources framework has been designed to support an integrated approach to delivering the results of the strategic plan. The outcomes and outputs of the strategic plan for 2026-2029 are not distinct but interrelated ('many-to-many' relationship). This particularly affects outcome 2 (reduction of preventable maternal deaths accelerated), as resources directed to outcome 1 (reduction in the unmet need for family planning accelerated) also indirectly contribute to outcome 2. In many cases, for instance, UNFPA will promote and provide integrated sexual and reproductive health and gender-based violence services and information. Therefore, the allocation of resources by strategic plan outcomes, in such situations, may not reveal the full extent of resources allocated overall towards a specific outcome.

58. Second, changes in the funding structure can materially alter the spending breakdown by outcomes and outputs. For example, other resources contributions have at times been particularly focused on output 6

(humanitarian action and preparedness/resilience). Any cuts in those contributions, therefore, would have an impact on the relative proportions of resources allocated for each strategic plan outcome and output.

59. Third, these figures are global estimates, informed by the priorities set in the strategic plan for 2026-2029 and the allocation patterns of the ongoing country programmes, rather than precise amounts that each country is expected to spend on each outcome and output. The amounts that each country spends on each outcome will be determined in dialogue with the government partners at the national level and through the country programmes, which are approved separately by the Executive Board. The resources to be spent on each of the strategic plan outputs just reflect an indirect contribution of the country programme outputs to the strategic plan outputs, given the ‘many-to-many’ relationships. Therefore, the breakdown of resources to strategic plan outcomes and outputs must be considered indicative only.

60. Finally, the strategic plan is a call for action to all partners, particularly national governments, to scale up and accelerate progress, with coordination, partnership and South-South and triangular cooperation some of the modes of engagement. Furthermore, in line with the 2024 quadrennial comprehensive policy review and United Nations reform efforts, UNFPA will actively participate and substantively contribute to the collaboration, collective action and joint programming for system-wide results. The figures in table 4 above represent estimates of the UNFPA contribution towards the achievement of these results, based on the projected income available, rather than the total necessary to reach the targets. In other words, the indicative resources by outcome and output are not the totality of the resources needed to achieve the strategic plan outcomes, but estimates based on the income projections.

61. Another way to look at the breakdown of resources involves the needs of countries. In accordance with the UNFPA commitment to leaving no one behind, the largest share of programme resources will be directed to countries furthest from achieving the three transformative results. Given the uncertain and volatile environment, UNFPA will remain nimble while ensuring that its resources will be deployed effectively in the countries with the highest need, including the least developed countries and the small island developing States.

Breakdown of resources to organizational effectiveness and efficiency outputs

62. The proposed budget for organizational effectiveness and efficiency reflects necessary cost reductions commensurate with those implemented throughout the integrated budget to align with available resources. Notwithstanding these essential cost curtailments, UNFPA remains steadfast in its commitment to safeguarding critical functions essential for mandate delivery. While no area is entirely exempt from cost reduction measures, rigorous prioritization has been undertaken to protect basic operational capacities within the reduced resource envelopes. This ensures that essential services and strategic support functions, although subject to reductions, are maintained at the levels necessary to effectively support programme implementation, fiduciary responsibility and accountability frameworks.

63. Against this background of fiscal discipline and strategic prioritization, UNFPA proposes limited targeted new investments for 2026-2029. These carefully considered investments, detailed further in subsequent sections, are designed to enhance specific capacities and address emerging needs, thereby strengthening the organization’s ability to deliver results effectively and efficiently in the coming years, despite the prevailing resource constraints.

Output 1. Improved programming for results

64. Resources allocated to this output amount to \$85.4 million (\$7.7 million in programme; \$56.0 million in development effectiveness; \$16.0 million in independent oversight and assurance; and \$5.7 million in management).

65. UNFPA will update its programming processes to strengthen quality assurance and accountability, ensure universal application of enhanced social and environmental standards, and scale up the ethical use of artificial intelligence. It will utilize evidence-based and cost-effective approaches and align country programmes with United Nations frameworks integrating and scaling up ‘leave no one behind’ approaches. Furthermore, UNFPA will prioritize high-quality data and embed knowledge management practices.

Output 2. Optimized management of resources

66. Resources allocated to this output amount to \$236.8 million (\$4.6 million in programme; \$43.7 million in independent oversight and assurance; and \$188.5 million in management).

67. UNFPA will modernize staff skills in areas aligned with the United Nations reform initiative UN 2.0. It will continue enhancing resource planning and budgeting, in line with the joint cost recovery policy approved by the Executive Board in 2024 (DP/FPA-ICEF-UNW/2024/1). UNFPA will participate in efficiency initiatives, such as shared services, and reduce emissions from operations. It will leverage technology to strengthen operations and enhance humanitarian preparedness and response, operationalizing its risk appetite. The main investment under this output is listed below.

Strengthen financial stewardship through additional second line controls in the regions (\$8.0 million)

68. UNFPA proposes an investment of \$8.0 million in strengthening the second line controls function in select regions, to strengthen fiduciary oversight and accountability across its operations. Embedding dedicated additional resources within regional structures aims to enhance compliance, optimize resource allocation and mitigate financial risks, thereby safeguarding investments and ensuring that every resource is used efficiently to achieve the results defined in the strategic plan.

Output 3. Expanded partnerships and strategic communications for impact

69. Resources allocated to this output amount to \$250.5 million (\$3.9 million in programme; \$17.6 million in United Nations development coordination, and \$228.9 million in management).

70. UNFPA will undertake strategic efforts to increase core resources and expand its donor base, particularly in the corporate sector, philanthropy and foundations, high-net-worth individuals and the general public. UNFPA is committed to aligning with the 2024 quadrennial comprehensive policy review priorities and United Nations reform efforts and to working closely with other United Nations agencies toward the achievement of the Sustainable Development Goals and the three transformative results. UNFPA will continue its 'whole-of-organization' approach to prevent and respond to sexual exploitation, abuse and harassment. Finally, UNFPA will strengthen strategic partnerships and promote South-South and triangular cooperation. The main area of investment under this output is listed below.

Strengthen field leadership (\$1.0 million)

71. UNFPA proposes targeted investments to strengthen field leadership and management capacity, particularly for the representative functions in humanitarian and crisis-affected locations. This aims to enable UNFPA field offices to effectively lead programme implementation and ensure achievement of the intended results in the most complex settings.

Strengthen resource mobilization and corporate partnerships (\$2.1 million)

72. In view of the unpredictable nature of the resource environment, it is imperative that UNFPA enhance its capacity for fundraising, deepen existing partnerships, and effectively communicate its programmatic achievements. To this end, the organization proposes an investment to strengthen its external relations and partnership engagement. The proposed investment of \$2.1 million will be allocated to the operationalization of the Representation Office in Berlin, under the External Relations Division, which will focus on maximizing the potential of partnerships with European governments.

D. Summary of increases and decreases in the institutional budget

73. Changes to the nominal amounts in the institutional budget component are a combination of cost increases, volume changes, including investments, and cost reductions, efficiencies and savings. The impact of each of these elements is summarized in table 5 below.

74. Material volume increases have been linked to the organizational effectiveness and efficiency outputs of the strategic plan, as detailed in the previous section. Cost increases and volume decreases are discussed below.

Cost increases

75. The budget proposal incorporates a total of \$8.5 million (1.3 per cent) in net cost increases for 2026-2029. These include inflation, increases in post costs due to the salary-scale revisions, within-grade salary increments and other post entitlements, as determined by the International Civil Service Commission (\$26.2 million). The above increases are mostly offset by a reduction of \$17.7 million for after-service health (ASHI) liabilities. As a result of the successful funding strategy over the past number of years, UNFPA is adjusting the contribution for the ASHI liabilities to 4 per cent for 2026-2029, down from the 10 per cent applied for 2022-2025. This reduction is possible as UNFPA maintains a healthy contribution balance and long-term investment portfolio for its ASHI obligations, aligned with its fiduciary responsibility to cover these long-term liabilities.

Other investments in the organization – volume increases

76. The main strategic investment described above along the three organizational effectiveness and efficiency outputs appear in table 5 below as items a (i) to a (iii).

Savings and efficiencies – volume decreases

77. Considering the significant projected revenue reduction for 2026-2029, and the greater need to exercise budgetary discipline through the containment of costs and increased efficiency, UNFPA has made significant efforts to reduce costs across the entire organization and will continue to do so over the next cycle. This has resulted in a gross cost reduction of \$92.0 million for the institutional budget, compared to the 2022-2025 cycle. Key elements are highlighted below.

78. The proposed budget reflects anticipated savings to be realized through the headquarters optimization initiative, which is scheduled for completion by the end of 2025. The optimization includes the merger of technical and policy functions into a new Programme Division, and the relocation of certain headquarters units, primarily the Programme Division and the Independent Evaluation Office, from New York to Nairobi. This decision, undertaken to enhance support to country and regional offices and to benefit from a closer proximity to the field, is projected to yield net savings of \$7.5 million attributed to the institutional budget in 2026-2029; this is derived principally from reduced staff-related costs, reduced rental costs associated with the new location, and lower operating costs.

79. The budget for 2026-2029 reflects the anticipated savings of \$5.1 million, attributed to the institutional budget, in office rent starting in 2026 following the headquarters relocation to new premises in New York. These savings are a direct outcome of the relocation of some units from New York to Nairobi, as outlined in the preceding paragraph, and the planned open workspace, including a reduced staff to desk ratio, leading to significantly reduced space requirements. These rental savings are distinct from and in addition to the savings projected from the broader headquarters optimization initiative.

80. As part of the budget formulation process, UNFPA reviewed field office and headquarters structures and has identified savings totalling \$8.2 million by harmonizing roles and clustering functions.

81. For 2026-2029, UNFPA will reduce a total of \$28.7 million in special purpose costs, compared to 2022-2025. This comprises \$14 million in one-time costs for the UNFPA headquarters optimization and headquarters relocation, which are not required in the next budget cycle. Furthermore, the individual giving programme and information technology development (\$14.6 million) are not included as part of special purpose costs. UNFPA proposes instead that, for 2026-2029, these activities be funded through alternative sources and accounted for as direct costs.

82. Furthermore, additional savings of \$17.6 million have been achieved by reducing discretionary costs through careful cost curtailment measures. These measures are designed to ensure alignment of the budget proposal with projected contributions.

83. UNFPA proposes an additional \$36.0 million in reductions across all levels and cost categories during 2026-2029. As described in paragraph 17 above, UNFPA will review its business model to calibrate its presence, structure and resource allocation to accelerate progress towards the strategic plan results and sustain high-impact programming across country contexts. UNFPA is committed to ensuring costs are contained within the limits of the proposed integrated budget outlined in this document. Table 5 below summarizes the cost and volume increases and decreases for 2026-2029.

Table 5. Summary of increases and decreases in the institutional budget.*(in millions of United States dollars)*

		Total	% increase / (decrease)
I.	Integrated budget, 2022-2025 DP/FPA/2024/10 (restated)	640.0	
II.	Increases and decreases due to costs		
(i)	Inflation, currency and staff costs	8.5	1.3%
	Net total increases due to costs	8.5	1.3%
III. a.	Proposed investments		
(i)	Strengthen financial stewardship through additional second line controls in the regions	8.0	1.3%
(ii)	Strengthen field leadership	1.0	0.2%
(iii)	Strengthen resource mobilization and corporate partnerships	2.1	0.3%
	Total proposed investments	11.1	1.7%
b.	Proposed reductions		
(i)	Savings from headquarters optimization	(7.5)	-1.2%
(ii)	Reduction of rent cost for New York headquarters premises	(5.1)	-0.8%
(iii)	Savings from clustering functions	(8.2)	-1.3%
(iv)	Reduction in special purpose costs	(28.7)	-4.5%
(v)	Reduction of general operating and discretionary costs	(17.6)	-2.7%
(vi)	Cost reduction targets to be achieved through strategic review of UNFPA's business model	(36.0)	-5.6%
	Total proposed reductions	(103.1)	-16.1%
IV.	Net volume increases/(decreases) (III.a + III.b.)	(92.0)	-14.4%
V.	Total 2026-2029 institutional budget	556.5	
VI.	Estimated income to the institutional budget	(255.5)	
VII.	2026-2029 net institutional budget (V + VI)	301.0	

Positions

84. The proposed institutional budget for 2026-2029 includes a net increase of two senior positions at the D-1 grade and above, compared to the previous budget cycle. This net increase comprises the upgrade of two Representative positions in the field to the D-1 level, acknowledging the growing complexity of fulfilling the UNFPA mandate in the current environment, alongside the addition of one D-1 position at headquarters within the Innovation and Transformation Branch. A summary of these post changes, by location, including proposed changes for 2026-2029, is presented in annex 1.

85. UNFPA continues to be a field-based organization, with 87.9 per cent of its total personnel serving in field duty stations, as of 1 May 2025. This ratio has been stable for several years, reflecting a strong commitment to field presence and field-focused investments as the organization evolves. Within the institutional budget, two-thirds of posts are stationed in the field and over 75 per cent are stationed outside of New York headquarters. Nevertheless, institutional budget posts inherently include central business functions and therefore skew towards headquarters locations.

86. It is important to note that these details remain subject to adjustments pending the outcome of the ongoing review of the business model of UNFPA and organizational structures across all levels and cost categories. This review will be undertaken to identify the cost-saving measures necessary to achieve the established cost reduction targets, thereby ensuring that costs are contained within the proposed integrated budget, as further elaborated in paragraph 17 above.

E. Cost recovery

87. In decision 2024/24, the Executive Board approved a new joint comprehensive cost recovery policy, effective 1 January 2026 (DP/FPA-ICEF-UNW/2024/1). The present document includes the estimated amounts of cost recovery for 2026-2029, based on this policy. On this basis, the notional cost recovery rate is 9.1 per cent. Annex 2 presents descriptions of the UNFPA costs under each cost classification category, the calculations and the resulting notional cost recovery rate.

88. UNFPA complied with the approved indirect costs recovery rates. All exceptions were reported to the Executive Board in the statistical and financial reviews for 2021, 2022 and 2023 [DP/FPA/2022/4 (Part I/Add.1); DP/FPA/2023/4 (annexes 1-3) and DP/FPA/2024/4 (Part I/Add.1)]. Starting in 2025, in adherence to Executive Board decisions 2020/12 and 2024/24, UNFPA will report on the implementation of the cost recovery policy in a joint harmonized report with UNDP, UNICEF and UN-Women at the second regular session each year.

89. UNFPA, UNDP, UNICEF and UN-Women will continue to engage the Executive Boards of all four organizations and present a joint timeline for the review and preliminary observations and findings from the implementation of the cost-recovery policy in 2027. The Executive Boards will decide on the review of the joint comprehensive cost recovery policy at the second regular session in 2028.

90. In light of the continued growth in the proportion of other resources contributions, the recovery of indirect costs and charging of direct costs to programmes funded from other resources continues to be key to ensuring the financial sustainability of the organization. UNFPA relies on the partnership of stakeholders to ensure that agreements for programmes funded from other resources always embed the necessary direct costs. Internally, UNFPA has continued efforts to ensure compliance with cost recovery policy in all proposals funded from other resources.

III. Elements of a decision

91. The Executive Board may wish to:

- (a) Welcome the UNFPA integrated budget, 2026-2029 (DP/FPA/2025/10), submitted in conjunction with the UNFPA strategic plan, 2026-2029 (DP/FPA/2025/9);
 - (b) Take note of the results and resources framework in the UNFPA integrated budget estimates for 2026-2029, as contained in DP/FPA/2025/10;
 - (c) Approve the presentation of activities and associated costs, as reflected in DP/FPA/2025/10;
 - (d) Approve gross estimates for the institutional budget 2026-2029 in the amount of \$556.5 million, noting that these estimates include \$255.5 million for indirect cost recovery from other resources;
 - (e) Approve \$180.4 million of the projected regular resources as a ceiling for global and regional programmes for 2026-2029, noting that this amount cannot be exceeded without approval by the Executive Board;
 - (f) Approve an annual amount of \$10 million of regular resources for the emergency fund, and, recalling Executive Board decision 2015/3, reaffirm the existing authorization for the UNFPA Executive Director to increase the emergency fund by up to \$2 million beyond the ceiling in any given year if the number and extent of the emergencies so warrant.
-