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UNFPA – Structured funding dialogue

UNITED NATIONS POPULATION FUND

Report on the structured funding dialogue, 2025-2026

Summary

The present report is prepared in response to General Assembly resolution 75/233 to further improve the functioning and effectiveness of structured dialogues, including through the implementation of the United Nations funding compact commitments. The UNFPA structured funding dialogues are informed by General Assembly resolution 72/279 on the repositioning of the United Nations development system and conducted under the UNFPA proposal to the Executive Board on structured funding dialogues (DP/FPA/2018/10/Add.1).

Building on these foundational resolutions, Member States reiterated the importance of funding dialogues through the endorsement of a funding compact 2.0 in resolution 2024/19 at the operational activities for development segment of the United Nations Economic and Social Council in July 2024. The new quadrennial comprehensive policy review of operational activities for development of the United Nations system, adopted in resolution 79/226 in December 2024, also reaffirms the importance of regular dialogue around the funding compact 2.0 and funding trends.

This report provides an overview of UNFPA resource trends; the funding situation in 2025; forward-looking perspectives for 2026-2029; and concludes with elements of a decision.

Note: The present document was processed in its entirety by UNFPA.

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ANNEXES

The annexes are available with the report on the UNFPA Executive Board website.

I. Introduction

1. The present report is prepared in response to General Assembly resolution 75/233 to further improve the functioning and effectiveness of structured dialogues. The UNFPA structured funding dialogues, informed by General Assembly resolution 72/279 on the repositioning of the United Nations development system, are conducted per the UNFPA proposal to the Executive Board on structured funding dialogues (DP/FPA/2018/10/Add.1) and within the framework of system-wide funding and collaboration, as spelled out in the funding compact, endorsed at the United Nations Economic and Social Council operational activities for development segment in July 2024 (E/RES/2024/19), as well as the new quadrennial comprehensive policy review of operational activities for development of the United Nations system adopted in December 2024 through resolution 79/226.

2. In line with the UNFPA strategic plans for 2022-2025 and 2026-2029, this report provides an overview and analysis of the resource trends, the current funding situation, considering both regular (core) resources and other (non-core) resources, and on the progress made on entity-specific commitments of the funding compact. It also provides the future outlook for resource mobilization through the UNFPA strategic plan, 2026-2029.

3. The structured funding dialogues are a unique platform for Member States to gain a greater understanding of the funding situation of UNFPA, exchange views on ways to better link results to resources and discuss progress on the funding compact, while building and maintaining a diverse coalition of donors. [1]

4. In a rapidly changing donor funding environment, the Secretary General's UN80 initiative and the Inter-agency Standing Committee's (IASC) humanitarian reset, UNFPA will continue to lead the way in the pursuit of sexual and reproductive health and reproductive rights and accelerate the implementation of the International Conference on Population and Development (ICPD) Programme of Action through its funding and financing approach.

II. The United Nations funding compact

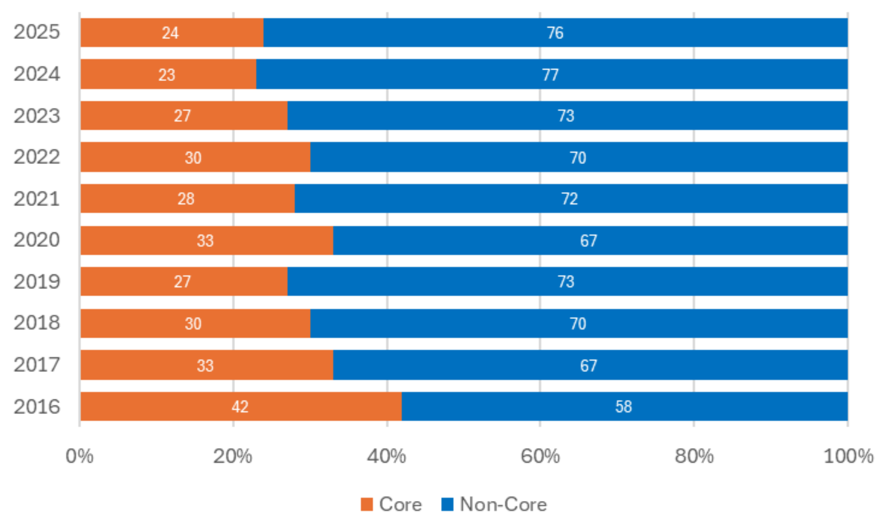
5. UNFPA continues to align with and support the funding compact 2.0, which contains interdependent and mutually reinforcing actions. Flexible funding is a necessary enabler of an effective United Nations development system, and in being effective, the system itself serves as an incentive for providing better-quality funding.

6. UNFPA has been actively engaged with the United Nations Development Coordination Office (UNDCO) and United Nations development system entities to discuss concrete efforts for a meaningful change in the funding and functioning of the United Nations system as part of UN80 reform discussions. UNFPA also reports on the implementation of the funding compact 2.0, based on a harmonized monitoring and evaluation framework developed in an inter-agency group comprising UNFPA, UNDP, UNICEF and UN-Women, which is presented in an annex to this report.

7. A concerted effort has been made across the organization to ensure implementation of the funding compact 2.0 and that capacity is further strengthened to engage donor partners around its core principles. UNFPA has implemented all United Nations development system entity commitments in 2025, but progress in Member State commitments remains limited. For example, the proportion of UNFPA core versus non-core funding has dropped, from a relatively balanced ratio of 42 per cent core to 58 per cent non-core in 2016 to a ratio of 24 per cent core to 76 per cent non-core in 2025.

[1] All documents and materials on the UNFPA structured funding dialogues are available on the UNFPA website: https://www.unfpa.org/structured-funding-dialogues.

Figure 1
Core versus non-core contribution ratios, 2016-2025



III. Overall funding and expenditure situation

8. The organization's 2025 funding analysis shows a decline in funding across both core and non-core resources, but with some improvements in high-quality forms of funding, such as United Nations inter-agency pooled funds and thematic funds. The overall total of contributions UNFPA received was $1.427 billion, 14 per cent less than in 2024, but still $60 million above the Strategic Plan target. This significant decrease is largely due to the elimination of all core funding and the termination of non-core funding from one key government partner.

9. UNFPA experienced a significant decline in core resources, down from $379 million in 2024 to $340 million in 2025. The number of donors to core has also declined to 81, down from 90 in 2024. Non-core funding was $1.087 billion, a decline of $191 million from 2024. The decline in non-core funding was across most sources of funding, in particular non-core funding from traditional donor governments, with the exception of European Union funding, which grew by 47 per cent, largely driven by a steep increase in its humanitarian funding. By type of funding, there was positive growth in UNFPA thematic funds, particularly due to increases in funding to the UNFPA Supplies Partnership and to the Humanitarian Thematic Fund. Overall, the decline in non-core funding is most evident in the reduction of humanitarian earmarked funding, which has fallen by $184 million since 2024.

10. There is a slight improvement in the core-to-non-core ratio from 23 per cent in 2024 to 24 per cent in 2025. This is due to an overall larger reduction in non-core resources than core resources. This ratio remains below the thirty per cent funding compact threshold.

A. UNFPA funding architecture

11. UNFPA is voluntarily funded through public-sector donors (governments, multilateral and inter-governmental partners and international financial institutions) and private donors (the private sector, foundations and individual giving, among others). The UNFPA funding architecture is structured around the following funding sources and instruments:

(a) *Core (or regular) resources.* This refers to unearmarked funding used at the discretion of UNFPA under the guidance of its Executive Board: this type of high-quality funding constitutes the bedrock of UNFPA operations;

(b) *Non-core (or other) resources*. This includes the following:

(i) Thematic funds;

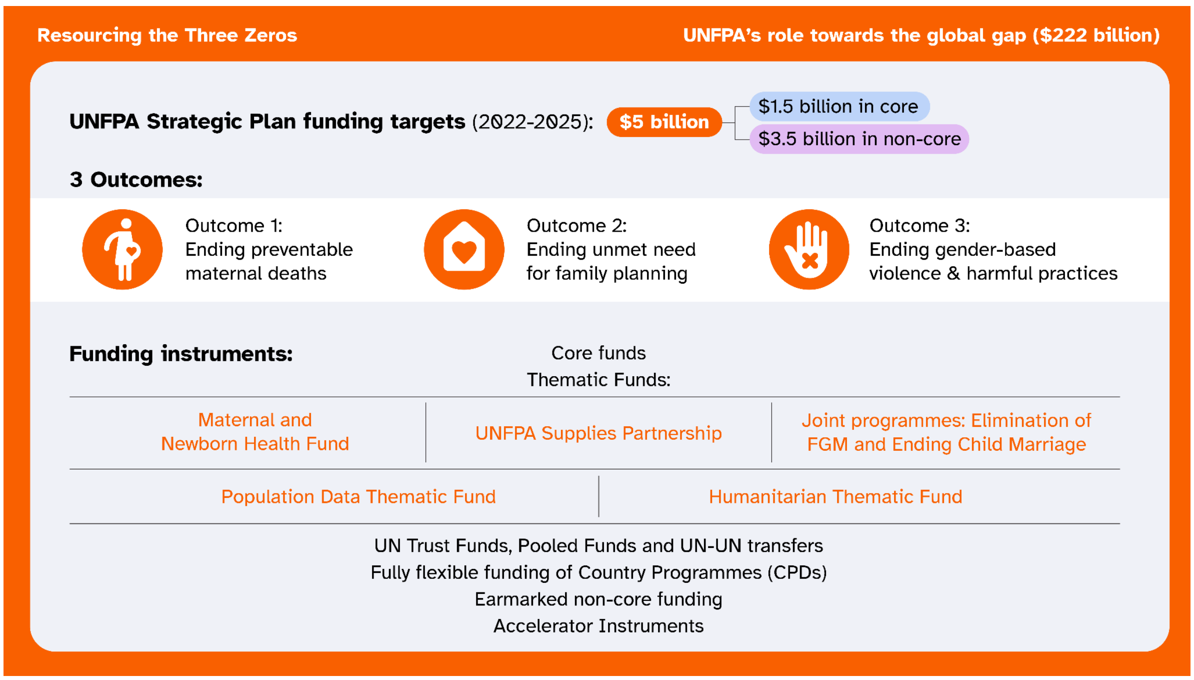
(ii) United Nations pooled funds and inter-agency transfers;

(iii) Other earmarked funds (at global, regional or country levels for specific projects), whether softly and tightly earmarked.

12. Figure 2 below shows the UNFPA funding architecture of the Strategic Plan, 2022-2025, for 2025 results reporting. As UNFPA has begun implementation of its new strategic plan (for 2026-2029), UNFPA is reviewing the funding architecture in light of the new additional fourth outcome on demographic resilience

Figure 2

Resourcing the three zeros: the role of UNFPA toward closing the global funding gap

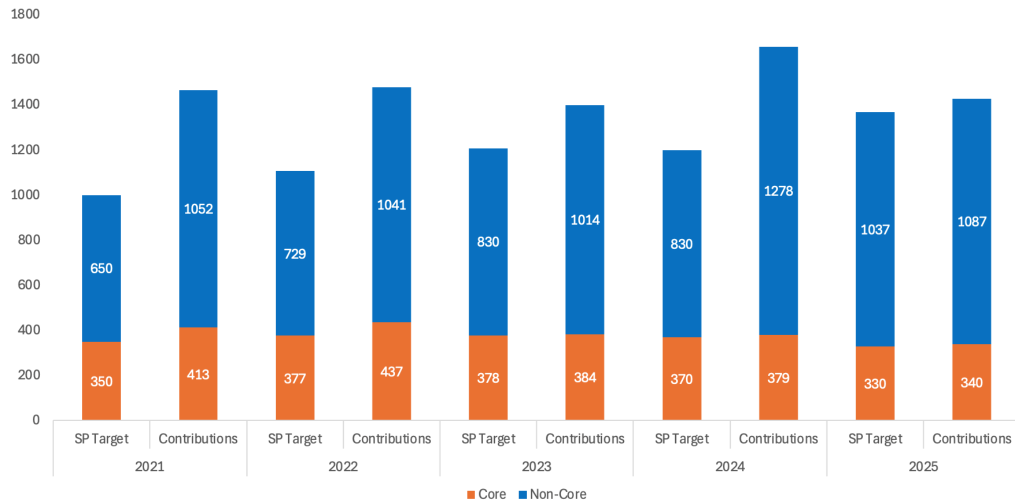


B. Funding overview per funding instrument

13. UNFPA contribution targets are established after carefully conducted funding-scenario analysis and approved by the Executive Board in the UNFPA integrated budget. As a voluntarily funded institution, UNFPA takes a prudent budgeting and results-planning approach; unless major shocks occur, the contribution targets are expected to be met or surpassed.

Figure 3
Strategic plan targets, compared to contributions received, 2021-2025

(in millions of $)



14. In 2025, UNFPA surpassed strategic plan targets with a total of $1.427 billion[2] in contributions received. UNFPA mobilized $340 million in core funding, $10 million above the strategic plan target, and $1.087 billion in non-core funding, $50 million above the strategic plan target.

15. A review of the evolution of different funding instruments over the past two strategic plans (Figure 4) reveals fluctuating levels in funding earmarked for specific programmes/projects, coupled with declining core funding and a slight growth in funding through flexible and high-quality instruments, such as thematic and inter-agency funding modalities. Earmarked funding is the largest type of funding for UNFPA. This provides much needed financial support for targeted interventions and opportunities for collaboration with donors around shared priorities. It does also, however, increase administrative burden and the risk of fragmentation in delivering on programmes, including in the organization's work with other United Nations entities, governments and partners. UNFPA is also experiencing a growth in the conditions donors are requesting and placing upon their funding; this increases the complexities in negotiating agreements and implementing programmes.

[2] The Structured Funding Dialogue (SFD) report is aligned with the Statistical Financial Review, which is part of the UNFPA Executive Director's annual report each year. However, the SFD report for 2025-2026 lists $340 million in core contributions received rather than $373 million reported in the Statistical Financial Review, 2025. This $33 million difference is due to the receipt of a core payment intended for 2026 in 2025. For more accurate comparative analysis, this amount will be reflected in the SFD report for 2026-2027.

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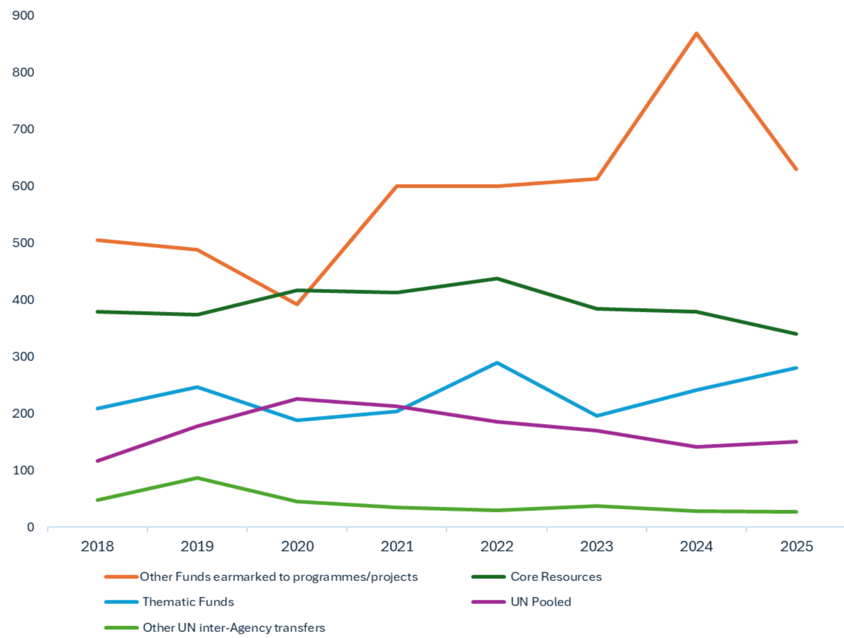
Figure 4
Evolution and relative proportion per UNFPA funding instruments, 2018-2025



C. Resources per outcome

16. The cumulative indicative resources per outcome during the UNFPA strategic plan, 2022-2025, is presented below. These figures are global estimates, which include the midterm review of the integrated budget, 2022-2025, rather than precise amounts that are expected to spend on each outcome. The amounts that each country spends on each outcome are determined in dialogue with the government partners at the national level and through the country programmes, which are approved separately by the Executive Board.

Figure 5
Indicative budget versus actual expenses to outcomes, 2022-2025

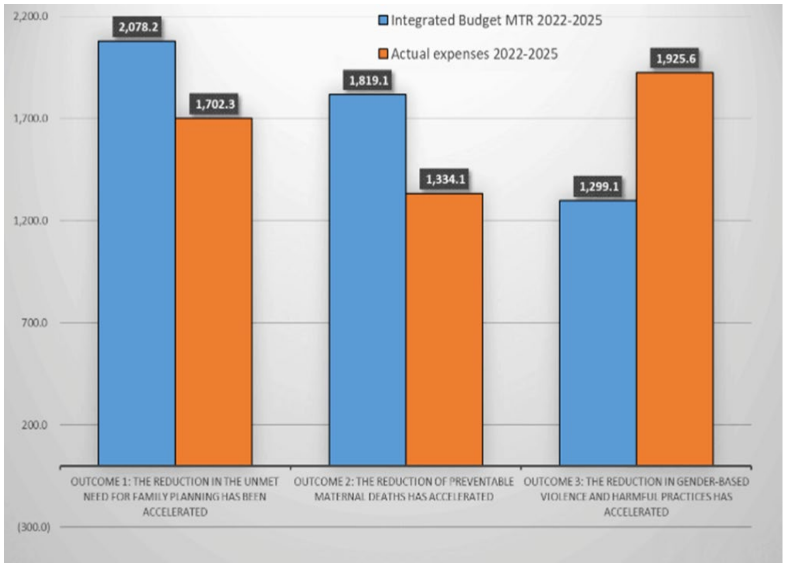


Table 1
Programme and institutional budget expenses by outcomes of the integrated results and resources framework

	Indicative resources 2022-2025		**Actual 2025**	**Cumulative 2022 – 2025**	
	Millions of United States dollars	*Percentage*	*Millions of United States dollars*	*Millions of United States dollars*	*Percentage*
Outcome 1: The reduction in the unmet need for family planning accelerated	2,078.2	40.0	453.0	1,702.3	34.3
Outcome 2: The reduction of preventable maternal deaths accelerated	1,819.1	35.0	342.9	1,334.1	26.9
Outcome 3: The reduction in gender-based violence and harmful practices accelerated	1,299.1	25.0	435.6	1,925.6	38.8
Total	**5,196.4**	***100.0***	**1,231.5**	**4,962.5**	***100.0***
Organizational effectiveness and efficiency (OEE)	910.6		241.8	894.0	
Total	**6,106.8**		**1,473.3**	**5,856.1**	

IV. Core funding

A. The case for core resources

17. Core resources, or regular resources, represent the most flexible funding for UNFPA, as a voluntary funded organization. They are foundational for providing the organization's unique expertise, global reach and

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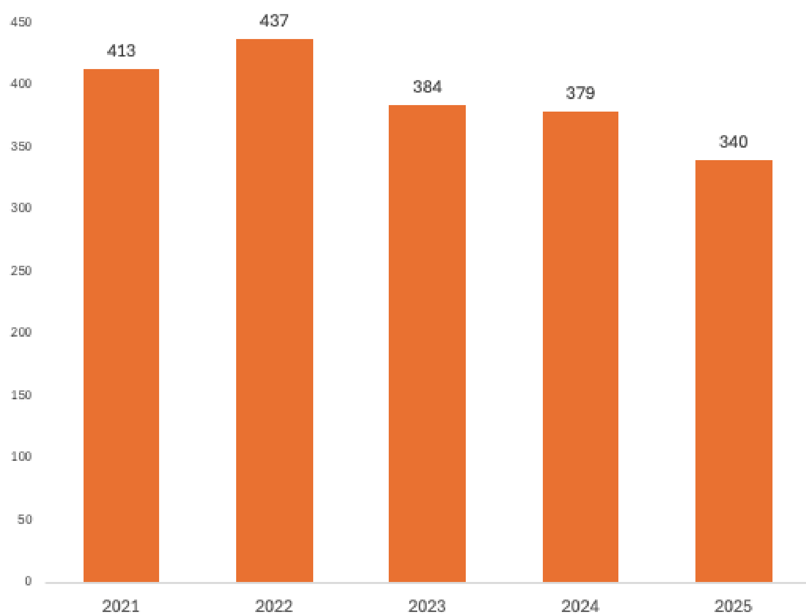
extensive field presence in over 150 countries to manage development and humanitarian programmes. This operational capacity enables a quick response to acute crises and allows UNFPA to fulfil its normative role: protecting rights, upholding sexual and reproductive health choices, and delivering essential services, particularly to those most in need. Additionally, these resources facilitate responsiveness to arising needs, testing of innovations and financing models, building robust accountability and oversight systems, and investment in the coherence and effectiveness of the United Nations development system for an enhanced collective action at the country level. It also supports the UNFPA presence in programme countries.

18. Of significant concern is the decline in core funding in 2025. Core funding declined from $379 million in 2024 to $340 million in 2025, a decrease of 10 per cent. As core funding is concentrated among the top 20donors, when one (or more) of the top donors significantly reduces core funding contributions, it will likely have a considerable impact on the institutional budget and funding allocations for country, global and regional programmes.

Figure 6
Core resource contributions, 2021-2025

(in millions of $)



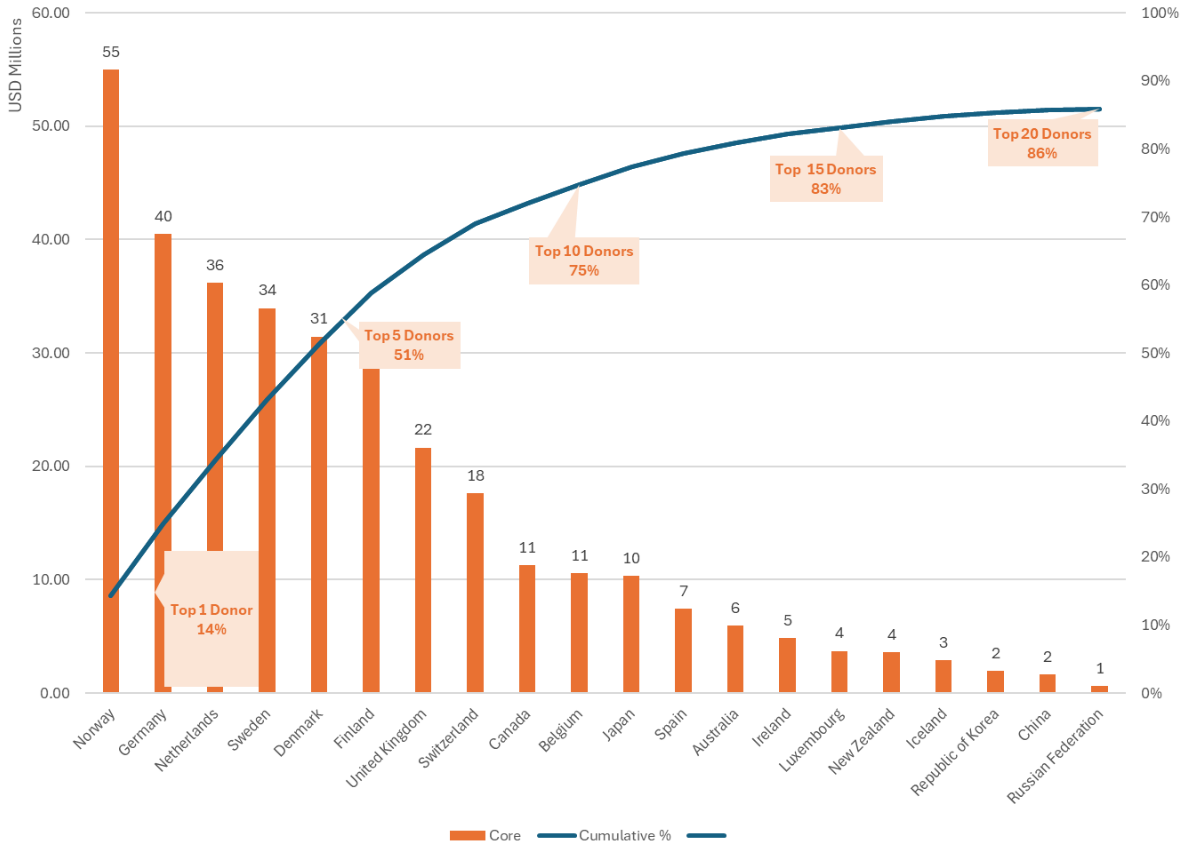
19. To address this trend in declining core resources, UNFPA is intensifying efforts, through cross-organizational and tailored approaches, to increase core funding from more partners and from those donors where there is opportunity for growth, including new and emerging donors. UNFPA regularly engages with United Nations permanent missions and capitals, as well as through direct outreach to host governments via the UNFPA country and regional offices, to make the case for core funding.

20. Raising awareness among Member States and potential donors about the value of core resources is a key element of the organization's core resource mobilization efforts. UNFPA recognizes the importance of providing visibility for donors to core funding and the results achieved with core resources, especially through concrete examples in countries where it operates. Visibility for core donors and the impact of core resources is ensured through various channels and tactics, at different levels (globally and at country-level); this includes, notably, social media assets and engagement (using the hashtags #PartnersAtCore; #FundUNFPA), web platforms, stories, printed materials, such as top donor results brochures, and more. Ongoing best practices are shared among United Nations agencies through the inter-agency group on donor visibility to enhance and improve communications strategies for core funding.

B. UNFPA core contributors

21. The UNFPA core funding structure is characterized by a reliance on voluntary contributions from a small proportion of governments. In 2025, as shown in figure 7 below, the top 20 donors contributed 86 per cent of the total core resources. The Fund continuously seeks to broaden its donor base to lower the financial risk for UNFPA programmes.

Figure 7
Top 20 contributors to UNFPA core resources, by volume and cumulative proportion, 2025



22. Despite these efforts, the overall number of donors committing core resources has declined, from 90 donors in 2024 to 81 in 2025. Within the United Nations system, UNFPA has a comparatively large number of donors to core funding. This is the result of the strong appreciation for UNFPA work by programme and donor countries alike, and the extensive efforts invested into expanding the core donor base through products highlighting the value of and results achieved with core funding, as well as by providing guidance and support to country offices on how UNFPA can make the case for core funding.

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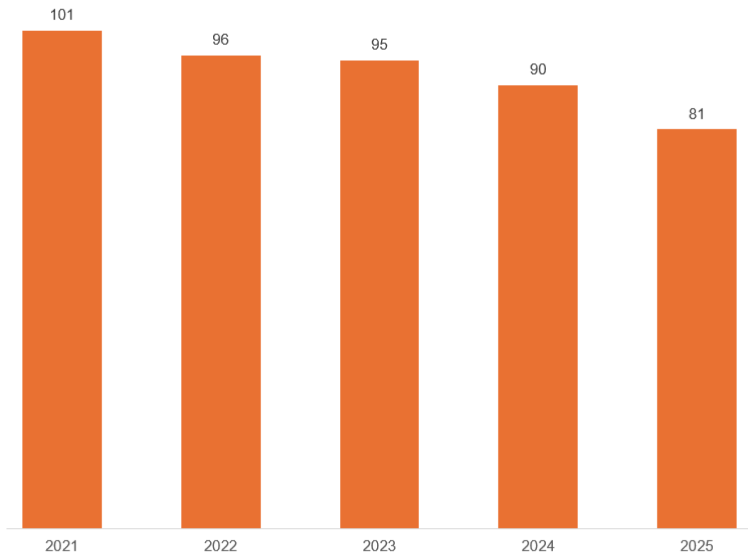
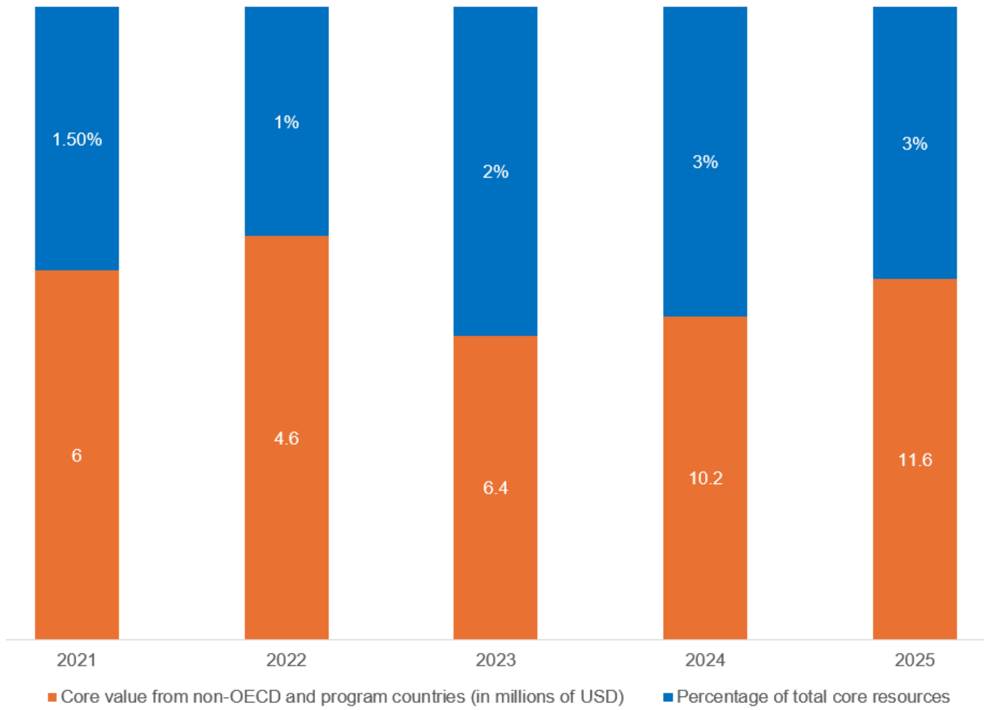
Figure 8
Number of core contributors, 2021-2025



23. Core contributions from non-OECD-DAC governments remained low but did increase from $10.2 million of total core funding to $11.6 million, remaining consistent at 3.0 per cent. This increase is in large part due to UNFPA efforts to explore new avenues for diversifying the donor base. In 2019, UNFPA launched the Individual Giving Programme (IGP) to mobilize resources from the general public, which has been steadily increasing funding to core resources. In 2025, the IGP mobilized $9.7 million in contributions, with approximately 74 per cent ($7.2 million) allocated to core funds. This represents a 36 per cent increase in core cash contributions from the IGP, compared with 2024. In 2025, the IGP also acquired 9,990 new monthly donors and generated nearly 64,000 one-off donations.

24. As a fully voluntarily funded organization, UNFPA calls on every Member State to provide core contributions to UNFPA, even in modest terms. Small and medium-sized contributions have a meaningful cumulative impact on overall available core resources, without adding to transaction costs.

Figure 9
Trend of core contributions from non-OECD-DAC governments, 2021-2025



C. Multi-year contributions to core resources

25. The overall total amount of core funding decreased in 2025. In addition, the volume of those funds that were contributed through multi-year commitments declined, from $181 million in 2024 to $161 million in 2025.[3] As a percentage of core funding contributions, 48 per cent of the volume of core received was through multi-year agreements. This ratio is consistent with that of 2024, which was 47 per cent.

26. The number of donors providing multi-year core funding to UNFPA has been fairly stable. In 2025, 31 donors were committed to active multi-year core funding, four less than in 2024. Of these 31 donors, 19 were non-OECD DAC governments. In line with the funding compact commitments, UNFPA notes the importance of multi-year core funding to allow for more accurate projections and to facilitate forward planning.

[3] The average duration of a multi-year agreement is four years; this is deemed viable, considering the four-year duration of the strategic plan cycle and most country programming.

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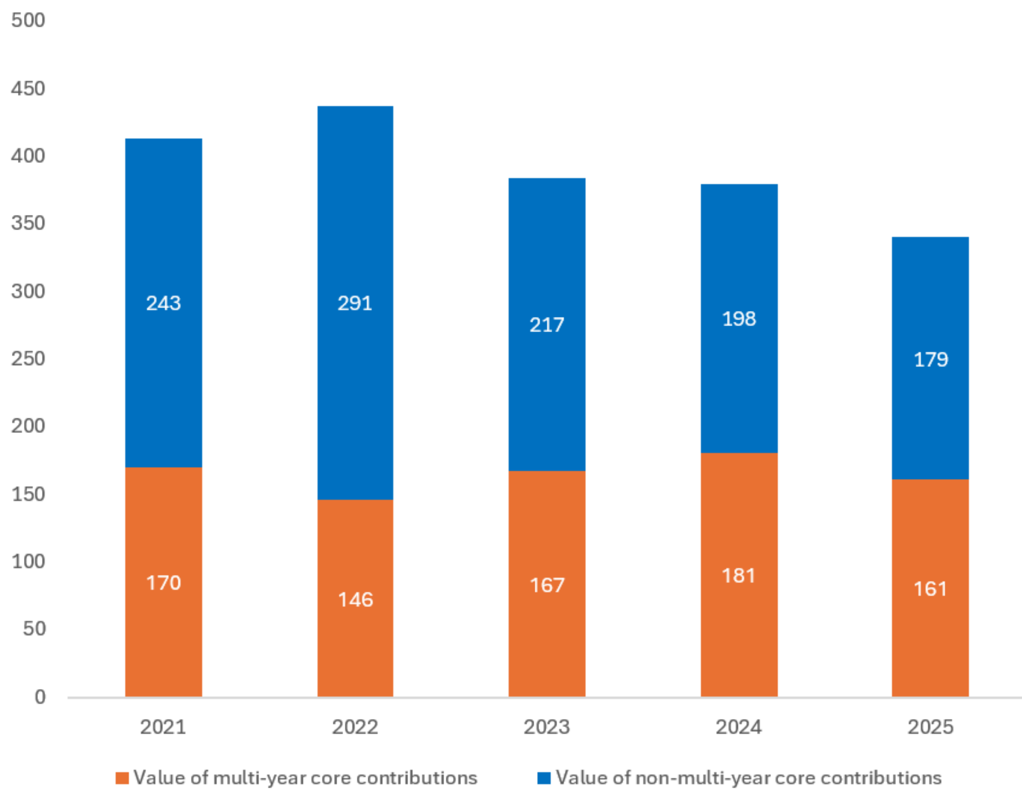
Figure 10
Value of multi-year core contributions, 2021-2025

(in millions of $)

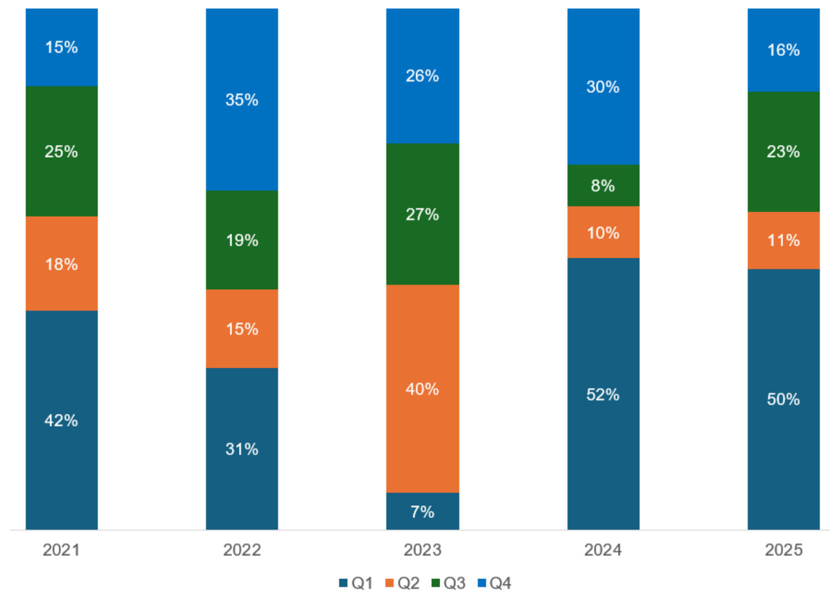


D. The criticality of early payment of contributions

27. Early and timely payment of funding commitments is critical to the effective and efficient planning and management of UNFPA programmes and operations. In 2025, 61 per cent of all core payments were received in the first half of the year, which is similar to the 62 per cent received in 2024. UNFPA appeals to all donors to expedite payments for 2026 and to continue to demonstrate solidarity and commitment to predictability.

Figure 11

Timing of contributions recorded during 2021-2025 (as a percentage of total per quarter each year)



V. Non-core funding and instruments

A. Overall situation and key-contributors

28. The total volume of non-core resources declined from $1.278 billion in 2024 to $1.087 billion in 2025. This decline is due to a decline in earmarked non-core resources across most donor types, but largely is the result of the reduction in funding from one key government partner in 2025. On a positive note, there was growth in the two most flexible forms of non-core funding, which are thematic funding and inter-agency United Nations pooled funds.

29. UNFPA top contributors by volume and percentage for 2025 are listed in figure 12 below.[4] While core funding is the organization's preferred form of funding, when non-core funding is provided, UNFPA asks donors for the highest level of flexibility possible, such as through thematic funding at the global level, fully flexible funding of country programmes or through other high-quality instruments, such as inter-agency pooled funds. Additionally, when providing earmarked funding, UNFPA urges donors to fund all direct costs associated with the project, thereby preventing the cross-subsidization of non-core programmes with core resources.

[4] The United States figures reflected in the 2025 non-core donor list of UNFPA represent contributions received under agreements that were finalized prior to early 2025.

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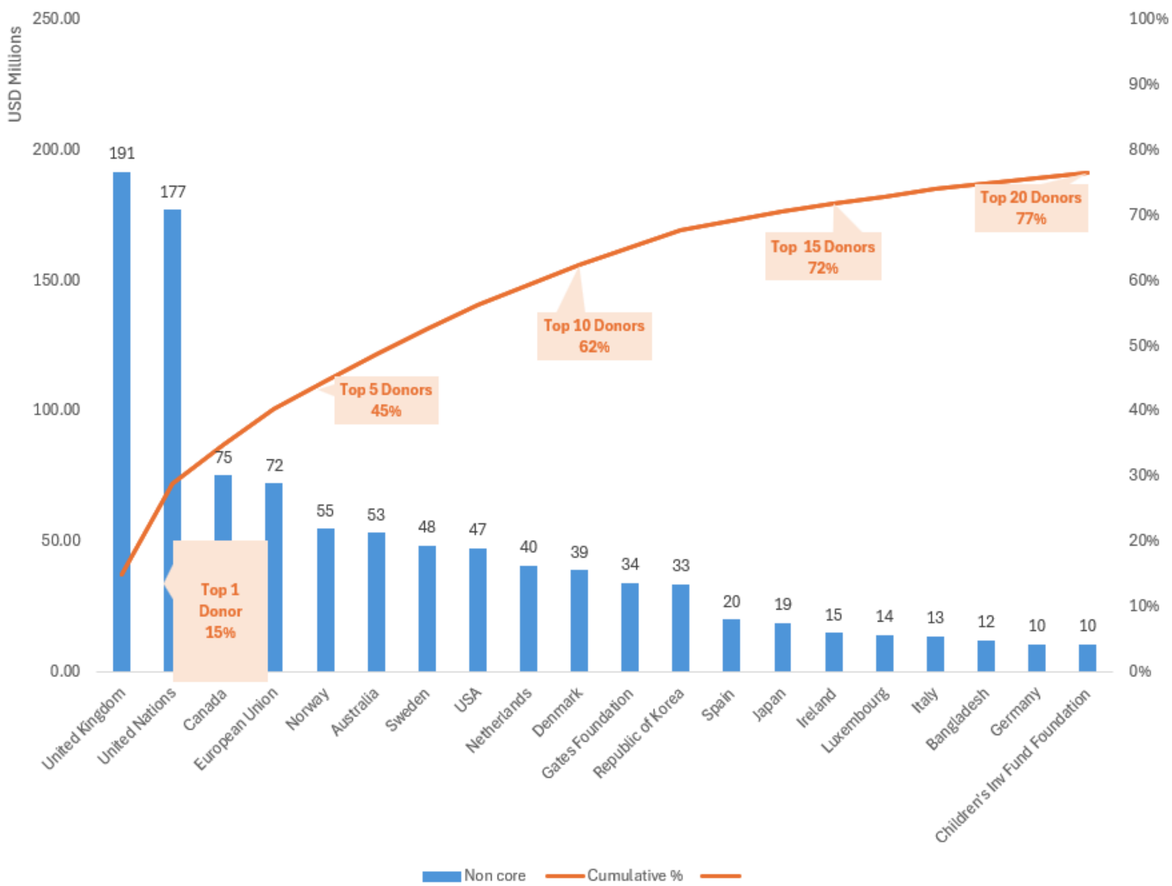
Figure 12

Top 20 contributors to UNFPA non-core resources, by volume and cumulative proportion, 2025

(in millions of $)



* United Nations and intergovernmental transfer contributions include all funds received from joint funding mechanisms: joint programmes and multi-donor trust funds, as well as bilateral transfers from United Nations organizations.

B. UNFPA thematic funds

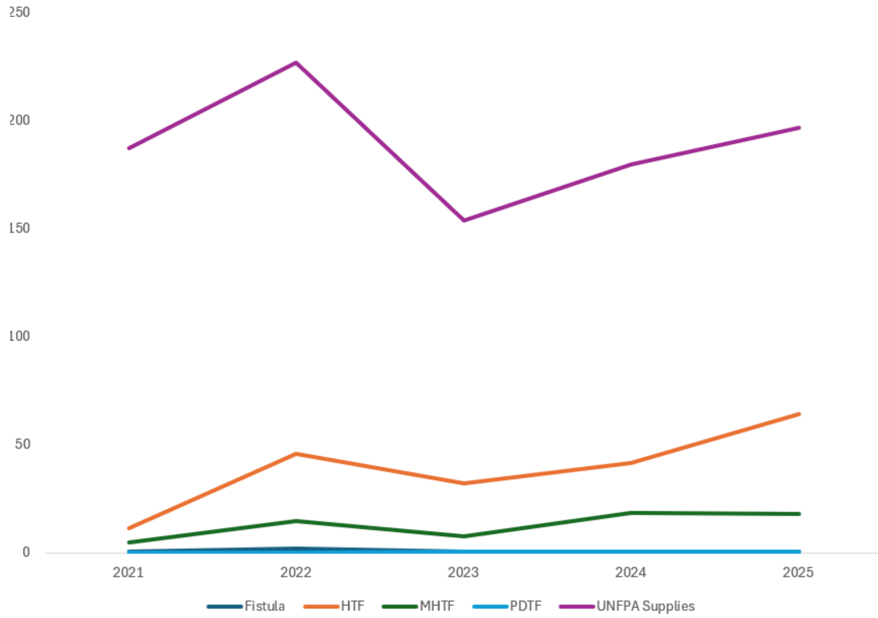
30. Thematic funding is the second-most flexible form of funding to UNFPA, along with flexible funding of country programmes, after funding for core resources. It is a clear demonstration of good multilateral donor commitment and a critical element of the funding compact. In 2025, contributions to the four UNFPA thematic funds increased by 16 per cent, from $241 million in 2024 to $280 million in 2025. The 2025 contributions received reflect an overall upward trend in thematic funding, albeit fluctuating from year to year, over the past five years.

31. The UNFPA Supplies Partnership consistently remains the most well-funded thematic fund, with $196.4 million in 2025, representing a nine per cent increase from 2024. There has also been solid growth in the Humanitarian Thematic Fund, which reached $64.4 million in 2025 (the largest amount ever), a 56 per cent increase since 2024, making it the second-highest thematic fund. Funding to the Maternal and Newborn Health Fund was at $18.1 million, which is the same level as in 2024. The Population Data Thematic Fund, which became operational in 2023, maintained consistent funding levels in 2025 of approximately $720,000 per year; UNFPA is currently reflecting on how best to position this thematic fund going forward.

Figure 13

Contributions to the four UNFPA Thematic Funds, 2021-2025

(in millions of $)



32. The UNFPA Supplies Partnership is a global health initiative that strengthens health systems by improving supply chains, advancing policy, diversifying financing and expanding access to quality-assured contraceptives and maternal health medicines in 54 partner countries. In 2025, essential supplies procured through the Partnership saved lives and allowed women to choose if and when to have children, reaching 23.3 million women and girls and preventing nearly 10 million unintended pregnancies and 3 million unsafe abortions. To expand the method mix, 34 countries procured new and lesser-used commodities through UNFPA. The Partnership continued to invest in strategic supply-chain strengthening to reach the 'last mile' in remote, rural and humanitarian settings.

33. As the world's largest provider of contraceptives to the public sector, the Partnership plays a unique role in global health. A total of 26 public and private partners and donors have supported the Partnership in this third phase (2021-2030), with two thirds committing multi-year funding, which facilitates its sustainability. By 2050, it is estimated that this investment of $183.4 million (total 2025 budget) will generate $4.7 billion in economic benefits through long-term health savings and productivity gains in the 54 partner countries.

34. In the 54 countries, domestic expenditure on contraceptives in all programme countries increased from $10.4 million in 2020 to $68 million in 2025. The institutionalization of the SMART [5] advocacy planning tool engaged stakeholders to spur greater government spending on family planning, a goal facilitated by the UNFPA Supplies Compact agreement and the Match Fund, two innovative mechanisms driving sustainable financing and supporting national commitments to reproductive health. From 2022 to 2025, the Match Fund has awarded $63.3 million in matching funds to countries for the procurement of quality-assured sexual and reproductive health commodities.

35. In 2025, the Partnership initiated a "rapid refresh" to optimize resource allocation in the new funding context and accelerate domestic resource mobilization towards sustainable financing. The new model launched in October 2025 with approval of the Partnership's Steering Committee, aiming to safeguard availability of sexual and reproductive health commodities in countries with the greatest needs and least ability to pay.

36. All 54 partner countries carried out activities for the 'last mile assurance', a process for end-to-end accountability and visibility conducted by the Supply Chain Management Unit (SCMU) and funded by the Supplies programme. Of the 54 countries, SCMU reports that 17 countries improved visibility across lower

[5] SMART – specific, measurable, achievable, relevant, and time-bound.

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levels of the supply chain, 36 countries had accurate inventory management data, an increase from 30 in 2024, and 28 countries had no product loss due to expiration, an increase from 20 countries in 2024.

Results achieved through the UNFPA Supplies Partnership, 2025

Contraceptives procured in 2025 reached 23.3 million women and girls in 54 countries with high unmet need for family planning averting:

- 10 million unintended pregnancies;
- 200,000 maternal and child deaths;
- 3 million unsafe abortions.

These contraceptives, worth approximately $138.4 million, saved countries and families an estimated $754 million in 2025 alone in reduced costs for pregnancy, delivery and treatment of complications following unsafe abortions.

37. By aggregating demand and working with trusted manufacturers, the UNFPA third-party procurement (TPP) mechanism, managed by SCMU, helps governments, non-governmental organizations and United Nations partners secure reliable quality-assured SRH supplies at competitive prices. By using TPP, countries can strengthen their own access to SRH and population-related supplies as they build national systems for sustainable procurement. The UNFPA Supplies Partnership's TPP Bridge Fund complements initiatives to mobilize domestic resources and build resilient supply chains by helping countries overcome short-term liquidity and procurement constraints that can disrupt access to essential commodities. In 2025, the Partnership worked to reduce both administrative and legal barriers to using TPP and made $3 million available by application to countries in 2026 when the Bridge Fund becomes operational. In parallel, UNFPA is exploring additional innovative financing solutions with external partners, including discussions with the European Investment Bank on establishing a 'guarantee mechanism' to accelerate access to essential health products, such as safe, effective and affordable contraceptives and maternal health medicines.

38. The Maternal and Newborn Health Fund (MNH Fund, formerly "Maternal and Newborn Health Thematic Fund" or "MHTF") is the global flagship programme of the UNFPA maternal and newborn health portfolio for improving maternal and newborn health and well-being in close collaboration with partner countries and technical partners. The Fund provides catalytic support to countries with high maternal mortality ratios or high numbers of maternal deaths. It offers strategic direction and guidance, technical assistance and capacity-building for the development, implementation and monitoring of MNH interventions aligned with country-owned and driven processes. In alignment with the 'Start with Her' Strategy, the Fund catalyses impact to achieve the following results: (a) increased political commitment and sustainable financing for sexual and reproductive health and rights (SRHR)/MNH in Fund-supported countries and at regional and global levels; (b) improved access to high-quality SRHR/MNH services in the context of strengthened and more resilient and integrated health systems; (c) increased integration of SRHR/MNH health into community health and accountability systems; and (d) improved MNH data and research. The pooling of funds amplifies the delivery of results for partners, who see greater impact for their contributions, and also contributes to reducing transaction costs.

Results achieved through the MNH Fund, 2025

- 3.8 million pregnant women received safer delivery care (40.8 million since 2008).
- Over 87,000 midwives were supported with education and training, bringing the total to more than 850,000 to date.
- 1,361 midwifery schools accredited, in line with national or international standards, by 2025.

- 8,201 women were treated for obstetric fistula in 2024, bringing the total to over 153,000 women since 2003.
- 82 per cent of MNHF countries have implemented and scaled up a national monitoring system for maternal and perinatal death surveillance and response

39. The Humanitarian Thematic Fund (HTF) provides flexible, multi-year funding for UNFPA work in humanitarian situations. The needs continue to grow as the result of natural disasters and conflict. The flexibility of the thematic fund allows UNFPA to respond rapidly at the onset of emergencies and to deliver assistance in underfunded crises, channelling funding where it is needed the most. Pooling humanitarian funding from both government and private partners, the HTF reduces transaction and reporting costs and has proven to be an efficient mechanism to strengthen the role of UNFPA as a humanitarian actor in delivering sexual and reproductive health services and addressing gender-based violence (GBV) in emergencies. In 2025, the HTF allocated $70.3 million to 38 country and regional offices,[6] with total donor contributions reaching $65.9 million ($64.4 million in donor contributions plus $1.5 million allocated to the HTF via the Individual Giving Programme). The fund demonstrated significant growth with flexible funding from top donors.

Results achieved through the HTF, 2025[7]

The HTF is the only humanitarian pooled fund dedicated to addressing the health and protection needs of women and girls in crises.

- 720,000 people were reached with sexual and reproductive health services.
- 600,000 people were reached with GBV prevention, risk mitigation, and response.
- 90,000 dignity kits distributed to support the dignity of affected women and girls and promote access to lifesaving SRH and GBV services
- Over 80 per cent of HTF funds disbursed to partners went to local and national organizations.

40. The Population Data Thematic Fund aims to increase support for strengthening population data systems at national and subnational levels, considering that population data is at the core of over 45 per cent of the Sustainable Development Goals. The thematic fund focus areas are: (a) population and housing census; (b) civil registration and vital statistics; (c) geospatial data and the UNFPA Population Data Portal; and (d) demographic shifts. In line with the UNFPA Strategic Plan, 2026-2029, which includes a new outcome on demographic change, the organization is reviewing the existing funding architecture in relation to the new outcome.

C. Emergency preparedness and humanitarian response

41. UNFPA humanitarian contributions reached $399.8 million in 2025, a 31 per cent decrease from 2024, when humanitarian contributions totalled $583.6 million. This amount consists of $335.4 million in earmarked funding provided to UNFPA linked to United Nations-coordinated response plans for emergencies and flash appeals, as well as $64.4 million in flexible funding received directly through the Humanitarian Thematic Fund. An additional, $1.5 million was allocated to the Humanitarian Thematic Fund from funding mobilized through the Individual Giving Programme. In total, 37 per cent of the total non-core funding to UNFPA was for humanitarian response, compared with 46 per cent in 2024.

[6] This figure includes funds already allocated to cross-year responses started in 2024 and HTF operating costs.
[7] All figures are interim, as of 31 March 2026.

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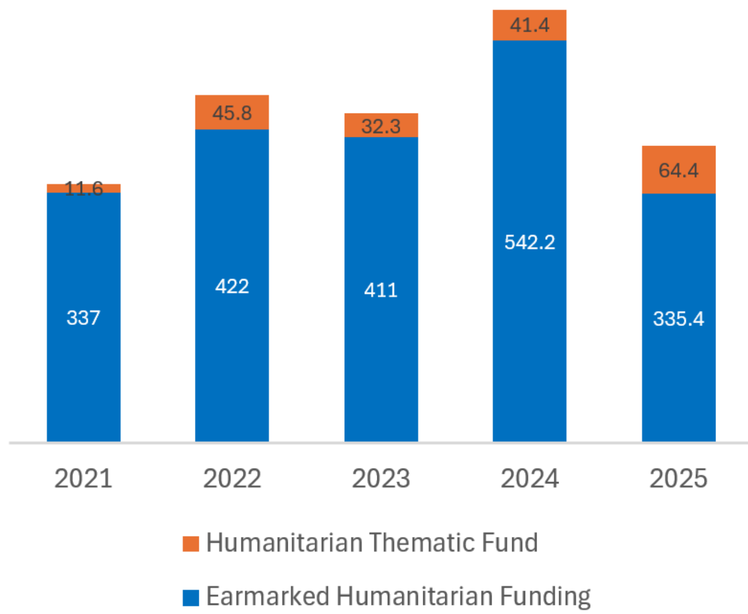
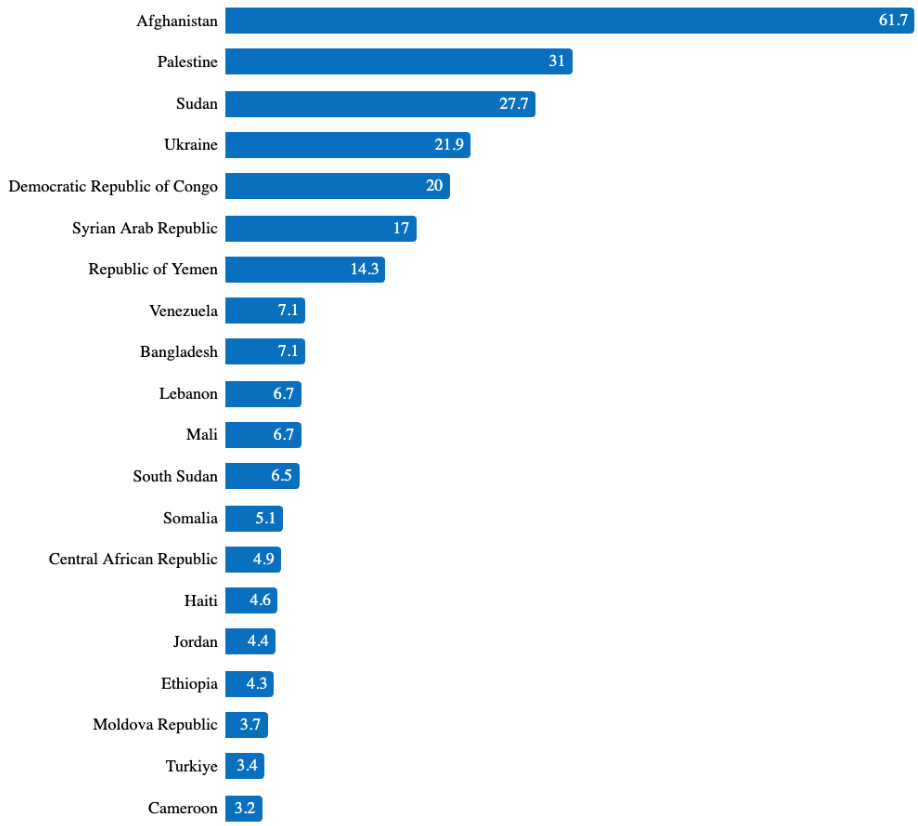
Figure 14
Trends in humanitarian funding, 2021-2025 *(in millions of $)*



42. The largest shares of funding for UNFPA humanitarian appeals were for crises in Afghanistan, Palestine and Sudan, which comprised over 30 per cent of all humanitarian funding received in 2025. This underscores that humanitarian funding is mostly earmarked and highly concentrated in a small number of countries; yet many "forgotten" crises need additional donor support. In humanitarian settings, there are many challenges in delivering life-saving supplies and services to women and girls in need. UNFPA is also underscoring with partners the inherent risks involved, and the need for shared responsibility for risk management in crisis settings in particular. Strengthening risk-sharing approaches in humanitarian settings requires transparent discussion of operational risks, mitigation responsibilities and associated costs, helping to align resources with implementation realities and support effective programme delivery.

Figure 15

Top 20 recipients of humanitarian funding, 2025 [8] *(in millions of $)*



43. In 2025, pooled funding mechanisms continued to play a critical role in supporting the organization's humanitarian work. UNFPA received $30.7 million through the Central Emergency Response Fund (CERF), which supported timely life-saving interventions in 16 countries, with the largest shares directed to Sudan, Afghanistan, Palestine, Venezuela, and the Democratic Republic of Congo. CERF funds advanced UNFPA leadership in the health and protection sectors, particularly in delivering sexual and reproductive health services and responding to GBV in emergencies. In addition to CERF, UNFPA accessed country-based pooled funds (CBPFs) to strengthen its humanitarian response and address urgent needs at the country level.

44. The "Humanitarian Reset" is accelerating the shift toward pooled funding mechanisms and increased direct resourcing of local actors. The organization's continued access to CERF and CBPFs from diverse donors is essential to sustaining the role of UNFPA as "Provider of Last Resort" for GBV and lead agency for SRH in emergencies, particularly as these services risk de-prioritization in contexts where pooled fund allocations are shaped by restrictions on partner programming.

45. Continued access to CERF and CBPFs from diverse donors is essential to sustaining the role of UNFPA as Provider of Last Resort for GBV and lead agency for SRH in emergencies. Member States are urged to continue providing predictable and flexible funding, to recognize sexual and reproductive health and gender-based violence services as lifesaving, and to help close critical funding gaps in priority crises. This is especially important given the recent announcements of humanitarian funding for which UNFPA is not eligible.

46. UNFPA also has two internal mechanisms, approved by the Executive Board, which allocate a small portion of core funding for humanitarian response. The core-funded Emergency Fund provided $10 million in flexible funding to 31 UNFPA country offices in 2025. The fund allows country offices to initiate the

[8] Figure 15 focuses on funding to UNFPA humanitarian appeals. UNFPA also received non-core funding for regional responses, such as those managed through the Arab States Regional Office.

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humanitarian response until other resources become available. In addition, UNFPA country and regional offices can also draw on the Humanitarian Response Reserve (HRR), which operates as a revolving fund – which provided $4.6 million in pre-financing for emergency relief interventions in 2025 – pending the receipt of funding committed in signed donor agreements. The reserve is replenished once donor funding is received.

47. In 2025, UNFPA humanitarian response across nearly 50 crisis-affected countries reached more than 9.9 million people with reproductive health services, and over 4.2 million individuals with gender-based violence prevention and response. However, these achievements are lower than those registered in the previous year, driven in large part by underfunding and the termination of programmes across various contexts, which forced the closure of over 1,000 health facilities and 250 women's and girls' safe spaces in the world's most fragile settings.

48. UNFPA will continue to strengthen its partnerships with humanitarian coordinators and local organizations, with the Humanitarian Action Overview fully aligned with inter-agency humanitarian plans and appeals, to ensure that sexual reproductive health and gender-based violence response remain integral to the humanitarian system's response priorities.

D. United Nations pooled funds and joint programmes

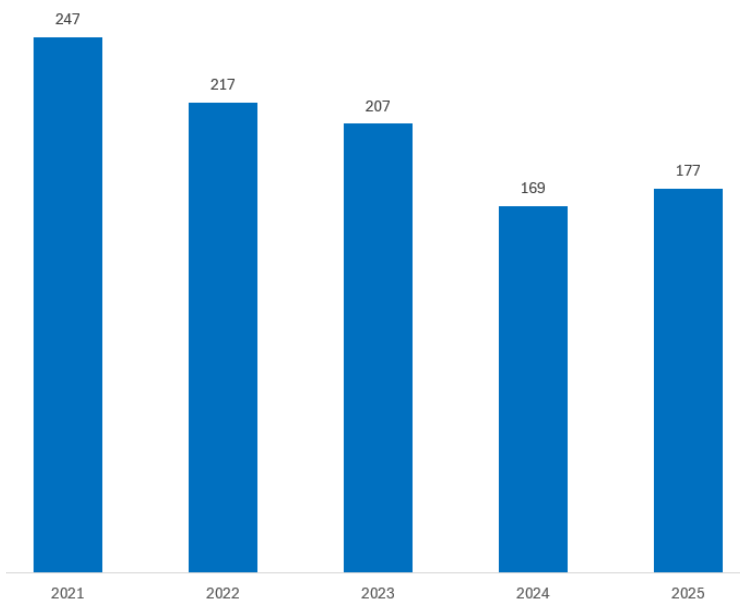
49. Contributions from the United Nations system continued to represent a significant source of non-core, high-quality funding, in line with the commitments of the funding compact 2.0.

50. In 2025, contributions received through United Nations inter-agency transfers reached $177 million, compared with $169 million in 2024, reflecting an overall increase of 5 per cent. This growth was largely driven by higher levels of funding through stand-alone joint programmes, which increased from around $61 million in 2024 to approximately $81 million in 2025. The rise was supported by additional contributions to global joint programmes, including the UNFPA-UNICEF Joint Programme on the Elimination of Female Genital Mutilation and the UNFPA-UNICEF Global Programme to End Child Marriage, as well as the launch of new country-level joint initiatives.

Figure 16

Contributions from the United Nations System, 2021-2025[9]

(in millions of $)



51. UNFPA also continued to engage at scale with other United Nations entities through major joint initiatives, including as one of the founding partners of the Spotlight Initiative to eliminate violence against women and girls. In addition, UNFPA remained actively engaged in supporting mechanisms that advance the women, peace and security and youth peace and security agendas, including through the Peacebuilding Fund (PBF) and the Women's Peace and Humanitarian Fund (WPHF).

52. UNFPA continued throughout 2025 to invest in strengthening the capacity of staff across the organization to design, develop, engage in and implement programmes financed through United Nations pooled funding mechanisms. These efforts aimed to enhance institutional readiness and promote more strategic and sustained engagement across the United Nations funding architecture.

[9] This table reflects funding received by UNFPA from other United Nations entities, via pooled funds, such as multi-donor trust funds and joint programmes, as well as via UN-to-UN transfers.

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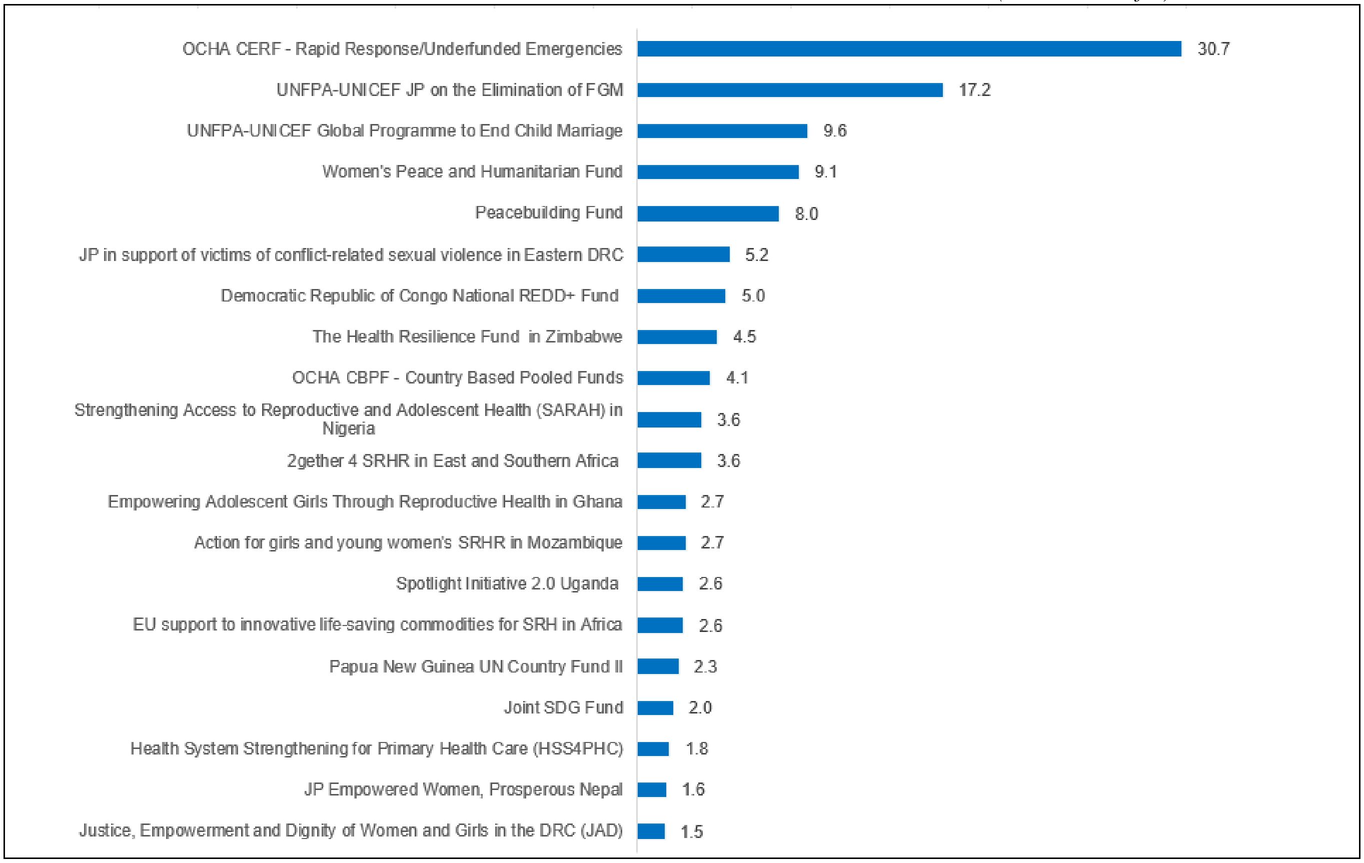
Figure 17

Top 20 United Nations pooled funds contributing to UNFPA, 2025

(in millions of $)



53. UNFPA is committed to increasing inter-agency pooled funding, including by serving as Administrative Agent, which help facilitate United Nations collaboration around the needs of women and girls. UNFPA is the Administrative Agent for the flagship UNFPA-UNICEF Joint Programme on the Elimination of Female Genital Mutilation, among many other joint initiatives. In 2025, UNFPA signed on as the Administrative Agent for a new $12 million joint programme in the Democratic Republic of the Congo focused on humanitarian assistance.

Joint United Nations programmes on elimination of harmful practices

In 2025, The UNFPA-UNICEF Joint Programme on the Elimination of Female Genital Mutilation, operating in 18 countries and four regions, continued to achieve significant results. More than 2.2 million girls and women received essential prevention and protection services, marking a 54 per cent increase in reach compared to 2024. In addition, over 313 million people were reached through mass media messaging on FGM, women's and girls' rights, and gender equality. More than 1.2 million men and boys actively participated in activities promoting positive masculinity.

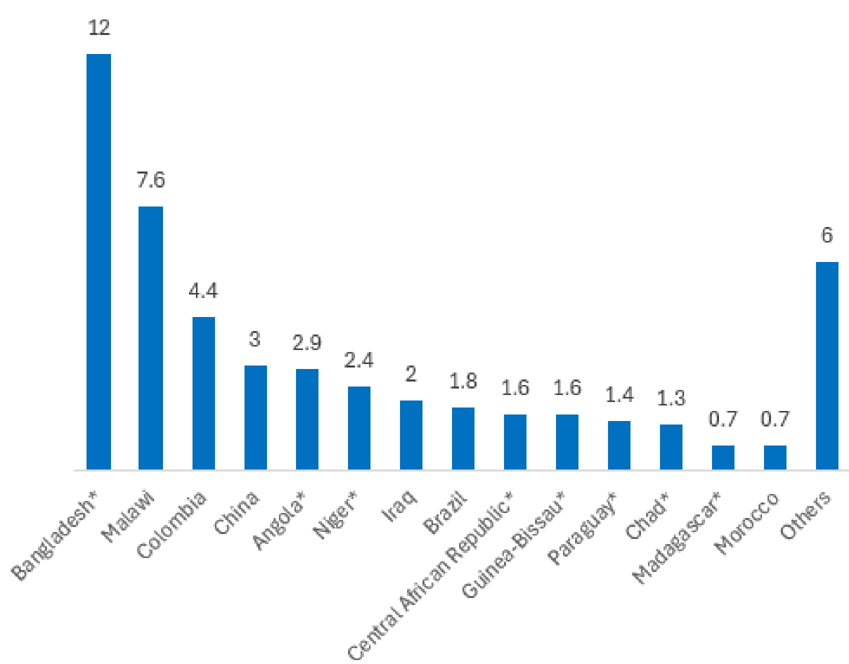
In 2025, the UNFPA-UNICEF Global Programme to End Child Marriage reached more than 7.3 million adolescent girls with life skills and comprehensive sexuality education; supported over 9.7 million adolescent girls to enrol or remain in school; led to 3.3 million girls and boys accessing prevention and protection services; and engaged over 14 million individuals to elevate the value of girls and promote alternatives to child marriage.

E. Programme country governments

54. While the majority of UNFPA funding comes from the top 20 donors, there are also governments that provide funding towards UNFPA country programmes in their country. These contributions demonstrate the commitment of national governments towards investing in policies, programmes and services for women and girls and the value they place in UNFPA as a partner. To further encourage investment by programme countries, UNFPA has been developing investment cases that help governments prioritize and increase financing toward achieving the three transformational results of UNFPA, by clearly articulating how investing in the transformational results as well as gender-focused policies and programmes leads to long-term socio-economic benefits. The total amount of funding from programme country governments was $49.5 million in 2025. Of this funding, $25.6 million came directly from programme country governments, a decline from 2024; however, it is reflective of the average amounts received over the past five years. The remaining $23.9 million was through financing support received from programme countries that originated from international financial institutions.

Figure 18
Programme countries contributing to their own country programmes, 2025

(in millions of $)



* Funding received from programme country governments to UNFPA where the original source of funds was an international financial institution.

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Joint Programme on Conflict-Related Sexual Violence in the Democratic Republic of the Congo

The Joint Programme on Conflict-Related Sexual Violence in the Democratic Republic of the Congo represents a landmark achievement in domestic resource mobilization. UNFPA, together with UNICEF, UNDP, UN-Women and OHCHR, secured over $12 million from the Government of the Democratic Republic of the Congo through Fonds National des Réparations des Victimes des Violences Sexuelles. This is the largest domestic contribution to a UNFPA-led joint programme to date, signalling an important shift toward national ownership and shared responsibility in humanitarian financing.

The programme responds to the acute humanitarian crisis in North Kivu and South Kivu through holistic protection, reparations and essential services to survivors of conflict-related sexual violence and victims of grave crimes. By aligning the humanitarian response with longer-term development priorities under the UN Sustainable Development Cooperation Framework 2024-2028, the initiative helps bridge immediate relief with the strengthening of national justice and reparations systems.

The government's direct investment in a United Nations joint programme reflects a shared commitment to restoring dignity and hope to survivors, while demonstrating the potential of domestic financing to address critical protection gaps in fragile and conflict-affected settings.

F. International financial institutions

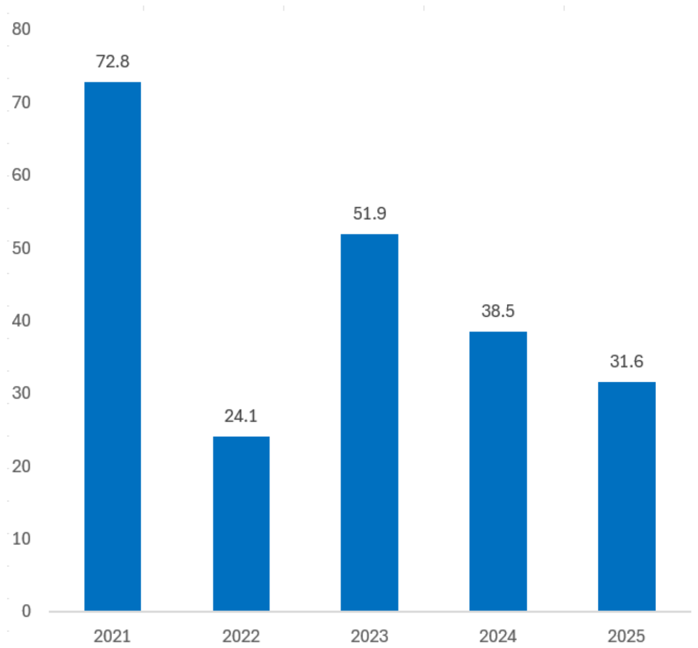
55. In line with the new UNFPA Strategic Plan, 2026-2029, which prioritizes partnerships with international financial institutions (IFIs) to drive investment in SRHR, UNFPA further strengthened its engagement with these institutions in 2025, continuing to position itself as a trusted technical and normative partner.

56. While total funding received from IFIs saw a nominal decline to approximately $31.6 million in 2025 (down from $38.5 million in 2024), this shift reflects specific cashflow dynamics rather than reduced engagement. On the contrary, 2025 marked a strong acceleration in partnership momentum, with 13 new agreements signed worth $46 million, a significant increase over the seven agreements signed in 2024 worth approximately $30 million.

57. These expanding partnerships demonstrate the Fund's ability to deliver impact at scale. In Central Africa, UNFPA entered into a partnership between the Commission of the Economic and Monetary Community of Central Africa (CEMAC) and the World Bank to support the production and use of high-quality data, focusing specifically on population and housing censuses, civil registration and vital statistics systems, and socio-demographic surveys in CEMAC countries. In Yemen, UNFPA implemented its first direct World Bank-funded programme in a conflict setting, delivering a national household survey to inform recovery planning. UNFPA and the World Bank are working closely to embed GBV services within the respective countries' social protection and healthcare systems in Uzbekistan and Tajikistan. UNFPA has also proactively built relationships with new partners, such as the Internation Finance Corporation in Kenya, to diversify its engagement.

Figure 19
Funding originating from international financial institutions

(in millions of $)



58. These trends underscore that resources originating from IFIs and channelled through UNFPA play a critical role in unlocking more sustainable financing flows for governments to support the implementation of the ICPD Programme of Action. At the same time, such resources are not a substitute for core contributions which continue to be essential to the ability of UNFPA to deliver on its mandate, providing the flexibility and predictability needed to sustain core operations, invest in upstream policy engagement, and respond to evolving country needs.

59. It is also important to recognize that funding originating from IFIs and channelled to UNFPA do not fully capture the depth and breadth of UNFPA collaboration with these institutions. Partnerships with IFIs extend beyond financial transfers between institutions. They can encompass a wide range of activities, including technical cooperation, upstream policy support, capacity development, and joint programme design and implementation, all aimed at strengthening government-led initiatives. Through these multifaceted engagements, UNFPA contributes not only to the effective deployment of financial resources but also to building institutional capacity and enabling environments that can attract and sustain further investment from these partners.

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Bangladesh

In 2025 the Government of Bangladesh, the World Bank and UNFPA signed five agreements under the World Bank Inclusive Services and Opportunities project initiative, for $37 million. The projects contribute to comprehensive sexual and reproductive health; GBV prevention and response services, including child marriage prevention and youth engagement; in the Rohingya refugee camps of Cox's Bazar and Bhasanchar Island and the surrounding host communities.

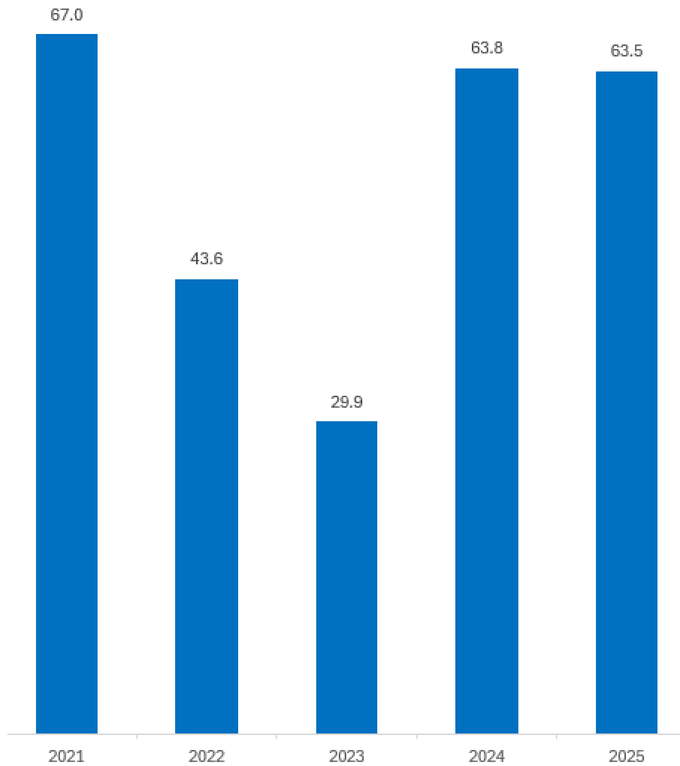
The project supports capacity building and institutional strengthening of the health facilities to integrate sexual and reproductive health and GBV response services across the Chattogram Division. This UN-wide partnership comes at a critical time, as Bangladesh continues to respond to one of the world's largest and most protracted refugee crises, hosting over one million Rohingya people who fled persecution and violence in Myanmar in 2017.

G. Private-sector and other strategic partnerships

60. Under the strategic partnerships corporate framework, UNFPA in 2025 continued to strengthen its partnerships with the private sector, in particular with foundations and corporates, mobilizing $63.5 million in non-core contributions from the private sector, of which $60.8 million was contributions to programmes and $2.7 million was via in-kind contributions. This is at consistent levels of funding as in 2024. Since 2021, UNFPA has consistently surpassed the private-sector fundraising targets in the strategic plan.

Figure 20
Trends in funding from the private sector, 2021-2025

(in millions of $)



61. In addition, UNFPA further scaled up its outreach to the public to solicit donations to programmes and operations through its Individual Giving Programme, which mobilized a total of $9.7 million in resources in 2025. Of the $9.7 million in contributions received in 2025, $2.5 million was allocated to non-core resources.

62. Foundations and philanthropies remain the backbone of private-sector fundraising, representing 85 per cent of all financial contributions received from the private sector last year. UNFPA is continuing to nurture and expand its existing partnerships with large philanthropic entities like the Gates Foundation and the Children's Investment Fund Foundation, deepening existing collaborations around family planning commodities and expanding to new areas such as maternal health and population data. UNFPA is also building new relationships in high-potential regions such as the Gulf region and in Asia and diversifying its outreach to family offices and wealth intermediaries.

63. UNFPA is growing the portfolio of global corporate partnerships that provide not only resources, but skills, innovation and solutions to accelerate programme impact. In 2025, UNFPA secured $6.2 million from corporate partners and expanded corporate engagement across regions and country offices. UNFPA advanced new approaches to private-sector engagement focused on expanding both funding and innovative financing for SRHR, gender equality, GBV prevention and population data, while mobilizing corporate leadership and advocacy. Innovative fundraising approaches were also piloted, such as the "Brands for Mothers" initiative, while strengthening partner engagement through major global advocacy and leadership platforms.

64. UNFPA is actively working to influence the private sector to mainstream SRHR through the Coalition for Reproductive Justice in Business. In 2025, the Coalition expanded significantly, launching its 'Champions' community at Davos with five initial Champions and growing to 11 Champions by March 2026. The Coalition launched its first annual report, established national chapters in India and Sri Lanka, and strengthened its governance framework to support coordinated global expansion. Advocacy efforts at Davos and in various United Nations fora further positioned SRHR as a priority within private-sector leadership, workplace policies and global policy discussions.

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H. Funding accelerator instruments

65. In moving from funding to ‘funding and financing,’ in line with the UNFPA strategic plan, 2022-2025, as well as its corporate resource mobilization strategy for 2022-2025, UNFPA has been piloting and operationalizing various types of accelerator instruments to explore new and innovative mechanisms to achieve strategic plan outcomes and the three transformative results.

66. In July 2023, UNFPA and its partners launched the Adolescent Sexual and Reproductive Health Development Impact Bond (ASRH-DIB) in Kenya. This is the first development impact bond launched by UNFPA or any other United Nations organization. The two-year, $10 million development impact bond had the goal of reaching 440,000 adolescent girls with SRHR services by way of basic mobile phone messages. At its conclusion in June 2025, the bond exceeded targets for family planning and HIV services, reaching over 800,000 adolescent girls, while also supporting national policy reform, training more than 250 healthcare workers, operationalizing a performance-based facility incentive scheme, and expanding adolescent-responsive health services across 10 counties in Kenya.

67. Building on this successful pilot, UNFPA country offices (including in Brazil, Ecuador, Egypt, India, Jordan, Lebanon, Mexico, South Africa and Zambia) and two regional offices (for Latin America and the Caribbean and Eastern Europe and Central Asia) are currently at various stages of designing development impact bonds.

68. UNFPA continues to expand its strategic engagement with various vertical funds. The Fund’s long-standing partnership with the Global Fund to Fight AIDS, Tuberculosis and Malaria remained robust; in 2025, UNFPA served as a sub-recipient in six countries, managing approximately $4.2 million. Notably, UNFPA and Gavi, the Vaccine Alliance, have finalized their first-ever framework agreement for a direct grant. This milestone resulted in an initial contribution of approximately $1 million for technical assistance on the introduction of the human papillomavirus (HPV) vaccine in Viet Nam. Furthermore, as part of a dedicated effort to scale up engagement with climate-related vertical funds, UNFPA has officially submitted its application to become an accredited entity of the Green Climate Fund.

69. In 2021, the Equalizer Accelerator Fund was established to accelerate and de-risk investments in breakthrough solutions developed by, for and with women and young people. Through this effort, the UNFPA Equalizer Challenge identified, funded and supported the scale-up of six women-led innovations working to close critical gaps in women’s health in low-income and middle-income countries. The 2025 cohort, operating in Cameroon, India, Kenya, Kazakhstan, Lebanon and Mexico, sought to advance innovation in a range of women’s health needs, including cervical cancer, menopause and maternal mental health, as well as access to sexual and reproductive health services, through digital tools. In the same year, the Fund, through the ‘WomenX’ Collective, also launched three focused initiatives: telemedicine in the Philippines, ‘last-mile’ service delivery in Côte d’Ivoire, and self-injectable contraception in Uganda. Their aim is to de-risk high-impact solutions, generate robust evidence, and catalyse multi-sector partnerships to support the scale-up of transformative innovations for women and girls.

70. The UNFPA Strategic Investment Facility (SIF) has continued to provide pivotal ‘seed’ resources to help programme countries leverage additional financing for SRHR and the ICPD agenda. To date, the facility has supported catalytic financing initiatives in 53 countries, one regional and one sub-regional offices across six UNFPA regions, unlocking significant public and private-sector resources for SRHR. Leveraging takes place at different scales, through larger-scale projects and smaller ideation studies. One larger-scale example is a SIF investment of $446,192 in Indonesia, which catalysed a $39.2 million national budget allocation for maternal and newborn health by supporting the Government’s prioritization of emergency obstetric and newborn care within its Strategic Plan, 2025-2029; it further mobilized over $1 million in ‘*zakat*’ (Islamic donation) funding through a partnership with the Islamic philanthropic sector to make maternal health zakat-eligible. Additionally, 15 offices utilized smaller SIF grants to conduct proof-of-concept studies for innovative mechanisms like outcome-based financing, revolving funds and private-sector coalitions.

71. UNFPA is progressing towards further mainstreaming South-South and triangular cooperation (SSTC) into programming as one of the Strategic Plan’s results accelerators. UNFPA is also utilizing SSTC to mobilize financial resources, drive policy development, share programmatic knowledge and enhance advocacy. The 2025 approach focused on forming centres of excellence or global networks in a thematic area, while continuing

to support countries in accessing available SSTC funds. As an example, UNFPA secured funding through the South-South Cooperation (SSC) initiative of the India-UN Partnership Development Fund for a project on enhancing census preparedness in the Caribbean region.

VI. Strategic considerations and future directions

A. Outlook for 2026-2029

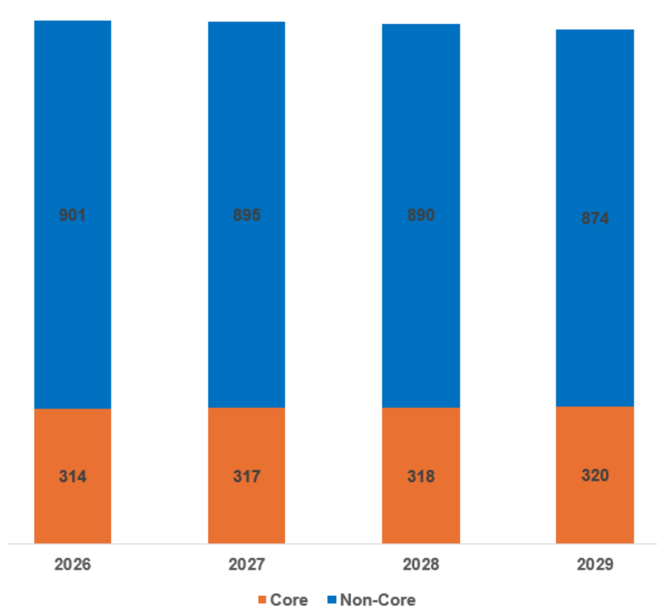
72. According to the Secretary General's Report on the QCPR, [10] overall funding to the United Nations system is expected to decline by approximately 21 per cent between 2024 and 2027. Impacts will likely be uneven, with humanitarian activities facing faster and more volatile contractions. Development funding is expected to decline more gradually, with estimated declines of less than 10 per cent. This pattern is consistent with wider trends in official development assistance, which fell by 23.1 per cent in 2025, the sharpest annual decline on record.

73. This is reflective of the UNFPA outlook for 2026-2029. It is anticipated that budgetary pressures in some key donor countries are likely to be amplified in the coming years and may result in reductions to both core and non-core resource contributions, and these may be amplified by exchange rate fluctuations that are significantly impacting income forecasts. In light of this challenging environment, UNFPA will continue to closely review corporate approaches to resource mobilization, to assess best practices and explore new instruments and modalities, including approaches for mobilizing resources for the new strategic plan outcome on demographic change.

74. Figure 21 below presents the annual targets from the integrated budget, 2026-2029. Throughout, UNFPA continues to take a prudent and conservative approach to budgeting.

Figure 21
UNFPA strategic plan targets (2026-2029)

(in millions of $)



[10] Implementation of General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, Report of the Secretary-General, advance unedited version.

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75. UNFPA continues to make extensive efforts to increase core funds and diversify its core donor base; the Fund is undertaking more intensive cross-organizational approaches in its strategic engagement with new and emerging donors as a priority, as well as increasing its proactive engagement with current key donors. UNFPA has also been achieving growth in core funding via non-OECD DAC governments, as well as through the Individual Giving Programme. These streams of core funding will continue to be prioritized.

76. For non-core resources, UNFPA also projects a decline of resources for the Strategic Plan, 2026-2029. UNFPA maintains a prudent baseline, given the continuing risks, which include declines in pooled funding and thematic funding, as well as pressures on both development and humanitarian funding. UNFPA, nevertheless, is intensifying efforts to diversify the non-core funding base and secure funding from new partners – such as new and emerging government partners, international financial institutions, vertical funds, the private sector and foundations – through its corporate resource mobilization strategy, as well as tailored webinars and training sessions for country and regional offices on good practices in mobilizing diverse sources of funding.

77. Of concern, however, is the increasing level of earmarking of funding to UNFPA. Tightly earmarked funding decreases the organization's flexibility, nimbleness and efficiency by increasing fragmentation and administrative burdens due to increased reporting requirements, programme management needs and shorter-term, temporary staff recruitments. UNFPA encourages all partners to fund the organization with the highest level of flexibility, including core and thematic funding, but also fully flexible funding for UNFPA country and regional programmes and for UNFPA humanitarian country and regional appeals.

78. Through the UN80 Initiative, UNFPA is prioritizing efforts to ensure it remains effective, cost-efficient and responsive to the people it serves, as part of a continued push to make the United Nations system more agile.

79. UNFPA remains actively engaged in the funding compact 2.0 and will continue to incorporate it into the organization's ways of working globally, regionally and at country level. This will be done in coordination with UNDCO and other United Nations entities, in particular the funds and programmes, to encourage consistency in approach.

B. Managing risk, volatility and uncertainty

80. In light of an increasingly complex global and humanitarian environment, the economies of many key traditional donors of UNFPA have come under strain. Faced with challenges to official development assistance and a changing political landscape, UNFPA remains vulnerable as a voluntarily funded organization; more than ever, it underscores the necessity to maintain a robust forecasting and prudent management approach in the UNFPA integrated budget, 2026-2029.

81. Income projections and forecasting are reviewed monthly, to ensure financial sustainability and to assess the need for adjustments if projections fall short of targets. Income projections are based on fundraising estimates, grounded in analysis of national strategies and budgets, commitments by donors and partners, expected contributions to various funding instruments, as well as other macro-economic and political parameters, and various financial forecasts (including fluctuations in foreign currency exchange rates).

82. UNFPA will continue to adopt prudent approaches to budget management. As in past years, UNFPA takes a long-term strategic approach when managing higher-than-projected income from previous years. Not all core resources carried forward from 2025 will be distributed in 2026, due to the uncertainty of donor commitment and the fluctuations in foreign currency exchange rates. A large majority of those resources will be used progressively over the period of the new strategic plan and integrated budget for 2026-2029, to smooth out the implications of anticipated funding reductions.

C. UNFPA support towards achieving the three transformative results

83. To realize the commitments of the 2030 Agenda, UNFPA plays a leading role in implementing and mobilizing partnerships and investments around the three transformative results. Based on a costing exercise prepared, there is a global investment gap of $222 billion to achieve the three transformative results by 2030.[11]

[11] UNFPA, "Costing the three transformative results," January 2020.

84. Financing is fully integrated into the Strategic Plan, 2026-2029, with the introduction of a dedicated output on leveraging financing. UNFPA is prioritizing capturing better-quality data on financing. UNFPA also completed the first year of the new strategy for financing the ICPD agenda to realize a shift from funding to 'funding and financing' and support ways to address the resource gap of achieving the three transformative results. This includes: (a) the UNFPA Strategic Investment Facility; (b) the Match Fund of the UNFPA Supplies Partnership; and (c) the development of investment cases.

85. UNFPA contribution to the ICPD agenda increasingly includes efforts to mobilize and influence multiple sources of financing. To do so, 93 UNFPA country offices across all regions have developed a total of 135 investment cases to advocate for the leveraging of resources for the three transformative results. The majority of investment cases (86) were developed to make the case for increased investment from domestic governments in moving towards zero unmet needs for family planning while others focused on achieving greater and more sustained investment to reduce maternal mortality or reducing GBV and harmful practices.

86. Evidence continues to show that investments in SRHR generate high returns across health, economic, and social indicators. The UNFPA Realizing Powerful Returns study (2022) estimated that by 2050, every additional $1 invested could yield an eight-fold return for ending unmet need for family planning; a ten-fold return for ending female genital mutilation; and a 34-fold return for ending child marriage. In addition, through investment cases and a transformative results sustainable financing dashboard, UNFPA is advancing efforts to customize investment return assessments for each country and empower country offices to measure their strategic shift from a traditional funding model to a funding and financing approach.

D. Efficiency and transparency

87. UNFPA is always striving for greater levels of efficiency in programming and operations. The Fund advanced a set of institutional transformation initiatives in 2025 in order to strengthen its organizational agility and proximity to field needs. UNFPA is actively engaging in UN80 discussions, as well as the IASC humanitarian reset, with senior staff involved in different reform streams. This is a generational opportunity to realign the United Nations system around a coherent, accountable, measurable and transformative platform that works for women and girls.

88. UNFPA has been implementing its headquarters optimization initiative, which saw the establishment of a new Programme Division, with the majority of programme functions moved to Nairobi, Kenya, along with the Independent Evaluation Office. UNFPA also strengthened the Division of External Relations. The headquarters optimization project was successfully completed, with one-time costs savings of $2.5 million under the appropriated budget. Simultaneously, UNFPA is continuing its work through the Business Model Review (BMR) to ensure it can effectively and efficiently deliver in a fast-changing funding and development landscape. Specifically, the BMR focuses on redefining the roles and responsibilities of headquarters and regional offices with a view to improving operational efficiency and accountability at all levels of the organization, optimizing support for country-level delivery, and enhancing the integration of humanitarian and development action in UNFPA programming.

89. UNFPA has introduced a range of measures to strengthen organizational effectiveness and efficiency. During 2022-2025, UNFPA achieved an overall operational efficiency gain of $72.3 million. Of these gains, $44.7 million were generated from UNFPA-specific initiatives; $6.6 million were from bilateral initiatives with partner United Nations organizations; and $21 million were through business operations.

90. UNFPA continued to strengthen its internal control environment, risk management and independent oversight functions. The organization is committed to maintaining a strong risk-management culture through the operationalization of a comprehensive enterprise risk management framework. For 2025, the overall opinion of the Office of Audit and Investigation Services was that the adequacy and effectiveness of the UNFPA governance, risk management and control processes were 'partially satisfactory, with some improvement needed'. The issues and improvement opportunities identified did not significantly affect the achievement of the audited entity/area objectives. UNFPA remains fully committed to addressing the areas requiring strengthened oversight highlighted in the OAIS report. [12]

[12] DP/FPA/2026/6. Report of the Office of Audit and Investigation Services on UNFPA internal audit and investigation activities in 2025.

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91. UNFPA maintains a transparency portal that serves as a comprehensive resource, providing a single point of access to information pertaining to programme expenses, donor contributions and results achieved in both development and humanitarian settings. Furthermore, UNFPA manages its administrative agent portal, providing real-time reporting on financial transactions for all joint programmes where UNFPA is serving as Administrative Agent. This system ensures full transparency and reinforces the organization's commitment to fund management excellence.

VII. Conclusion

92. UNFPA concludes the strategic plan, 2022-2025 and embarks with the new strategic plan for 2026-2029 at a critical juncture. The 14 per cent decline in total contributions between 2024 and 2025, which was largely driven by a decline in core funding and humanitarian earmarked funding, contributed to the forced closure of over 1,000 health facilities and 250 women's and girls' safe spaces. This underscores the immediate cost of funding volatility, which jeopardizes both emergency response and the foundational health systems necessary for long-term development.

93. To mitigate these risks, UNFPA is managing its budget prudently, diversifying its donor base and accelerating its transition from funding to 'funding and financing' to optimize resources. However, these efforts cannot replace Member State commitments to a robust funding base.

94. UNFPA appeals to Member States to honour the commitments of the United Nations funding compact 2.0. Member States are urged to: (a) predictably increase core resources; (b) reverse the decline in humanitarian funding to safeguard GBV and SRH services; and (c) shift from highly earmarked funding to flexible, multi-year mechanisms, such as UNFPA thematic funds, inter-agency pooled funds at the global and country-level and fully flexible funding to country programmes.

95. Securing predictable, sustainable, and flexible funding is a vital investment in realizing reproductive rights and choices, advancing gender equality and building the strategic and programmatic resilience required to support the health, dignity and future of women and girls worldwide.

VIII. Elements of a decision

96. The Executive Board may wish to:

(a) *Take note* of the report on the UNFPA structured funding dialogue, 2025-2026 (DP/FPA/2026/10);

(b) *Note* the importance of sufficient and predictable regular (core) resources linked to intended and demonstrated results, as these are critical for UNFPA to deliver on the Strategic Plan, 2026-2029;

(c) *Recall* the importance of broadening the contributor base, and encourage UNFPA to engage with Member States to prioritize contributions to regular resources in a timely and predictable manner, in line with the United Nations funding compact 2.0, and also encourage UNFPA to continue its efforts in terms of visibility and recognition of contributions, including for regular resources;

(d) *Encourage* UNFPA to continue to engage with relevant stakeholders to diversify its potential sources of funding, including the private sector, foundations and individuals, and through strengthened partnerships with international financial institutions and vertical funds;

(e) *Note* the importance of flexible thematic and pooled funding, as well as flexible country programme funding as critical for UNFPA to be able to accelerate programming to meet the three transformative results;

(f) *Encourage* UNFPA to continue its dialogue with Member States, through the structured funding dialogues, on shifting from highly earmarked funds to more predictable and flexible funding, especially for regular (core) resources, and to adhere to the mutually reinforcing commitments of the funding compact 2.0.