



**Executive Board of the
United Nations Development
Programme, the United Nations
Population Fund and the United
Nations Office for Project Services**

Distr.: General
24 June 2025

Original: English

Second regular session 2025
25-28 August 2025, New York
Item 9 of the provisional agenda
UNFPA – Structured funding dialogue

UNITED NATIONS POPULATION FUND

Report on the structured funding dialogue, 2024-2025

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.

In line with the UNFPA strategic plan, 2022-2025, this report provides an overview of resource trends, the current situation and funding perspectives, considering both regular (core) and other (non-core) resources. It also presents forward-looking perspectives on UNFPA funding in 2025 and into the next strategic plan, for 2026-2029. The report concludes with elements of a decision and an annex on UNFPA progress in implementing the funding compact.

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Annex 1. Funding compact 2.0 – UNFPA agency-specific reporting, 2024

The annex is 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 plan, 2022-2025, this report provides an overview and analysis of the resource trends, the current funding situation, and funding and financing perspectives, 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 new 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 light of a rapidly changing donor funding environment for multilateralism, the Secretary General's UN80 initiative and the Interagency Standing Committee's (IASC) humanitarian reset, it is more critical than ever that the United Nations system remains a vehicle for the achievement of the Sustainable Development Goals and for addressing sudden onset and prolonged humanitarian needs around the globe. 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 welcomes the endorsement of a new and ambitious 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. In this first year of implementation of the funding compact 2.0, UNFPA has been actively engaged with the United Nations Development Coordination Office (UNDCO) and United Nations development system entities to discuss concrete efforts for meaningful change in the funding and functioning of the United Nations system. UNFPA also worked in close collaboration with an inter-agency group comprising UNFPA, UNDP, UNICEF and UN-Women to share data around funding trends and to collaborate on the development of a harmonized monitoring and evaluation framework for the funding compact 2.0. This report contains an annex, which is the first report using the new funding compact 2.0 monitoring framework.

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 the principles contained in the new funding compact.

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

III. Overall funding and expenditure situation

8. The organization's 2024 funding analysis shows a mixed picture of results. The overall total of contributions UNFPA received was \$1.66 billion, 19 per cent more than in 2023 and more than \$350 million above the 2024 strategic plan target. This significant increase, however, is due to growth in earmarked, non-core funding, which was \$1.28 billion, approximately \$264 million (26 per cent) more than in 2023.² UNFPA experienced a further decline of \$4.4 million from 2023 in core funding, which was \$379.5 million in 2024, the lowest recorded for core funding since 2019. The number of donors to core has also declined to 90, down from 95 in 2023. There was modest growth across most non-core funding streams, but a more significant increase in humanitarian funding, of \$140 million (32 per cent) more than in 2023.³ As a result, UNFPA recorded the lowest core-to-non-core ratio in UNFPA history, of 23 per cent, below the thirty per cent funding compact threshold.

A. UNFPA funding architecture

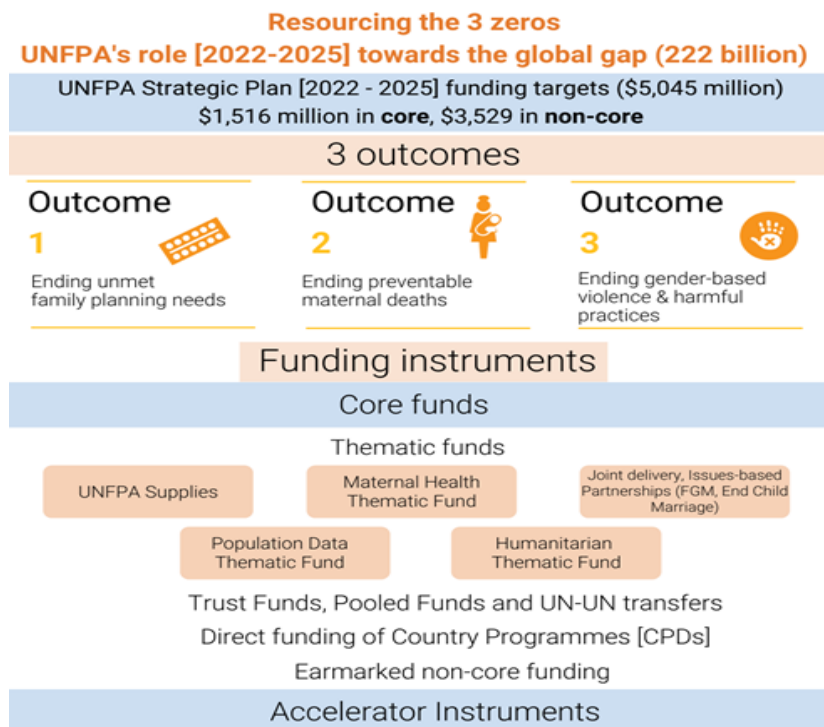
9. UNFPA is voluntarily funded through public-sector donors (governments, multilateral and inter-governmental partners and international financial institutions) and private donors (the private sector, foundations, individual giving, among others). The UNFPA funding architecture is structured around the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

² Figures for 2024 reflect contributions received; however, some grants from the United States Government were terminated in early 2025 and may result in the return of unspent balances in 2025. Final amounts are still being determined.

³ The 2023 gross contribution received figure for other resources has been adjusted for contributions received for joint programmes where UNFPA is the Administrative Agent (\$26.9 million). The figure now reflects only contributions received for the UNFPA implementation role, and excludes funds received on behalf of other United Nations entities.

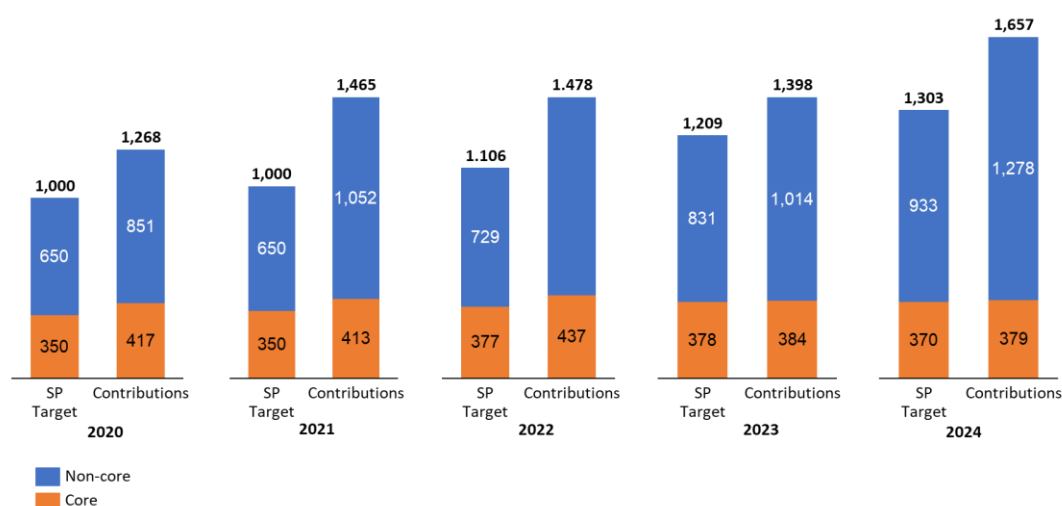
Figure 1
Resourcing the three zeros: the role of UNFPA toward closing the global funding gap



B. Funding overview per funding instrument

10. UNFPA contribution targets are established based on carefully conducted funding-scenario analysis and approved by the Executive Board in the UNFPA integrated budget. Since it is 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.

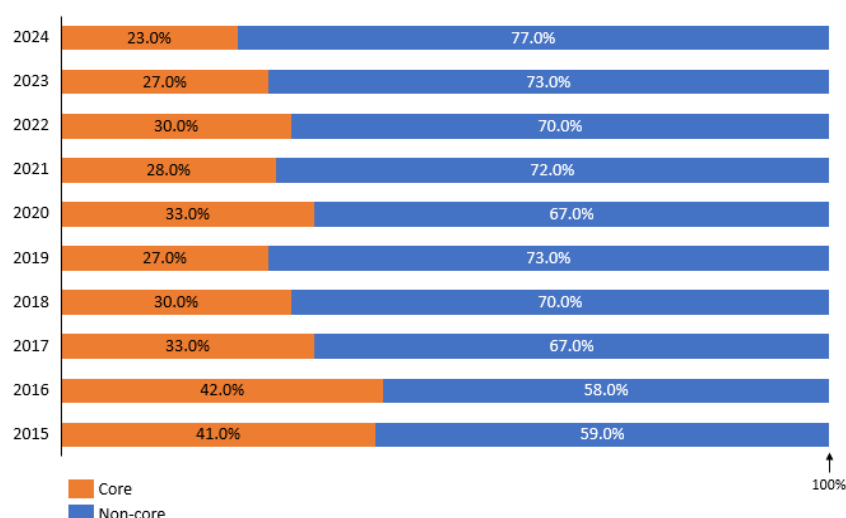
Figure 2
Strategic plan targets, compared to contributions received, 2020-2024
(in millions of \$)



11. Overall, UNFPA resource mobilization efforts resulted in a stable funding situation in 2024. The total contributions received increased by \$259 million, or 19 per cent more than in 2023. This is reflective of growth throughout the past five years, with the exception of 2023, which saw a slight decline. While the amounts of non-core funding mobilized in 2024 grew significantly, there was a modest reduction in funding for core resources, which are the highest-quality and most valued form of flexible funding to the United Nations.

12. Across the United Nations development system, non-core funding has been growing at a much higher rate than core funding, which has remained somewhat stable. This is consistent with UNFPA funding where the proportion of core funding versus non-core has dropped, from a relatively balanced ratio of 41 per cent core to 59 per cent non-core in 2015 to a ratio of 23 per cent core to 77 per cent non-core in 2024.

Figure 3
Core versus non-core contribution ratios, 2015-2024



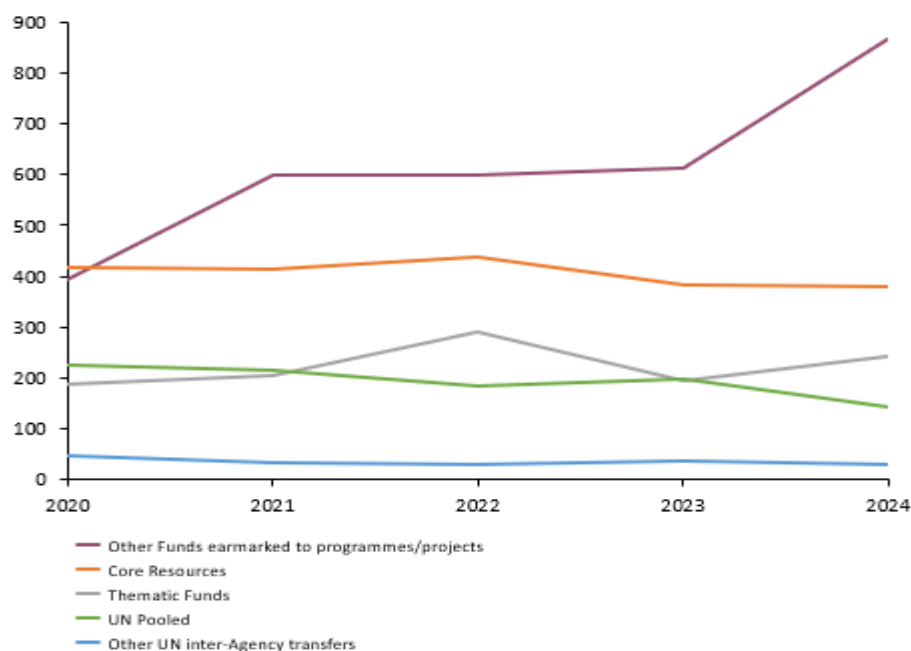
13. For non-core funding, in 2024, there was varying, modest degrees of growth in contributions provided by all types of donors, such as traditional donor governments, programme country governments and the private sector. In comparison with 2023, resources received through other United Nations organizations decreased by 18 per cent to \$168.5 million.⁴ Thematic funding grew in 2024 by 23 per cent, from \$195.2 million in 2023 to \$241.0 million in 2024, with an increase across all four thematic funds.

14. When reviewing the evolution of different funding instruments over the past five years (figure 4), a concerning trend around the marked growth in funds earmarked for specific programmes/projects, coupled with declines or flatlining of funding through flexible and high-quality instruments, such as core, thematic and inter-agency funding modalities, can be observed. 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 burdens 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.

Figure 4

Evolution and relative proportion per UNFPA funding instruments, 2020-2024

(in millions of \$)



C. Resources per outcome

15. The cumulative indicative resources per outcome during the UNFPA strategic plan, 2022-2025, is presented below.

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

⁴ Due to the adjustments to the 2023 gross contribution received figure for other resources, the amount in contributions received from United Nations entities in 2023 was reduced by \$26.9 million and restated. The figures now consistently reflect only contributions received for the UNFPA implementation role, and excludes funds received on behalf of other United Nations entities.

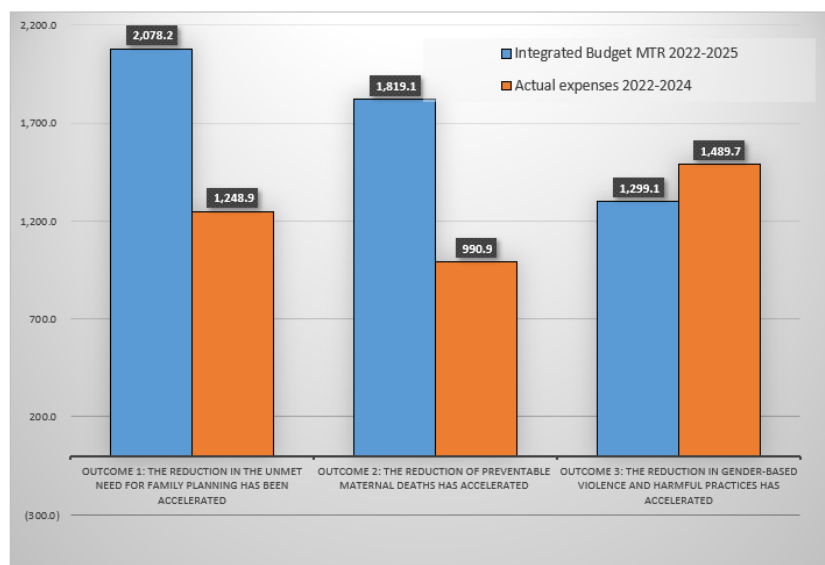


Table 1
Programme and institutional budget expenses,
by outcomes of the integrated results and resources framework

	Indicative resources 2022-2025		Actual 2024	Cumulative 2022 (restated) – 2024	
	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	418.7	1,248.9	33.5
Outcome 2: The reduction of preventable maternal deaths accelerated	1,819.1	35.0	290.7	990.9	26.6
Outcome 3: The reduction in gender-based violence and harmful practices accelerated	1,299.1	25.0	537.8	1,489.7	39.9
Total	5,196.4	100.0	1,247.2	3,729.5	100.0
Organizational effectiveness and efficiency (OEE)	910.6		234.8	658.3	
Total	6,106.8		1,482.0	4,387.8	

16. UNFPA continues to prioritize gender equality and the empowerment of women and girls in its programme activities. In 2024, \$754.7 million, or 59.2 per cent of total programme expenses, were incurred to further activities that either had gender equality/women's empowerment as their primary objective or made a significant contribution to gender equality

IV. Core funding

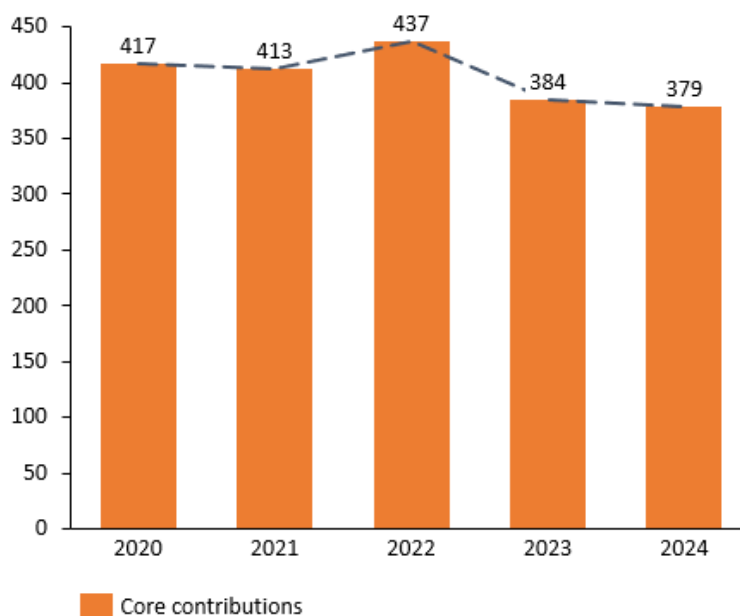
A. The case for core resources

17. Core resources, or regular resources, are the most flexible funding provided to UNFPA as a voluntary funded organization. They are the foundation for UNFPA to provide partner and donor countries with its unique expertise, global reach and an extensive field-based presence in over 150 countries and territories. Core resources allow UNFPA to maintain its infrastructure of country and regional offices in all parts of the world to manage both development and humanitarian programmes. This operational capacity enables UNFPA to respond quickly to acute and sudden onset crises. Core resources also allow UNFPA to effectively carry out its normative role to help protect rights and uphold sexual and reproductive health choices, as well as to provide essential services to countries, communities and individuals, particularly those most in need. They allow UNFPA to respond to needs as they arise, test promising innovations, and build robust accountability and oversight systems. UNFPA also invests core resources in the coherence and effectiveness of the United Nations development system, enhancing the impact of United Nations collective action at the country level.

18. Of significant concern is the decline in core funding in 2024. As core funding is concentrated among the top 20 donors, when one or more top donors significantly reduces their core funding, 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, 2020-2024

(in millions of \$)



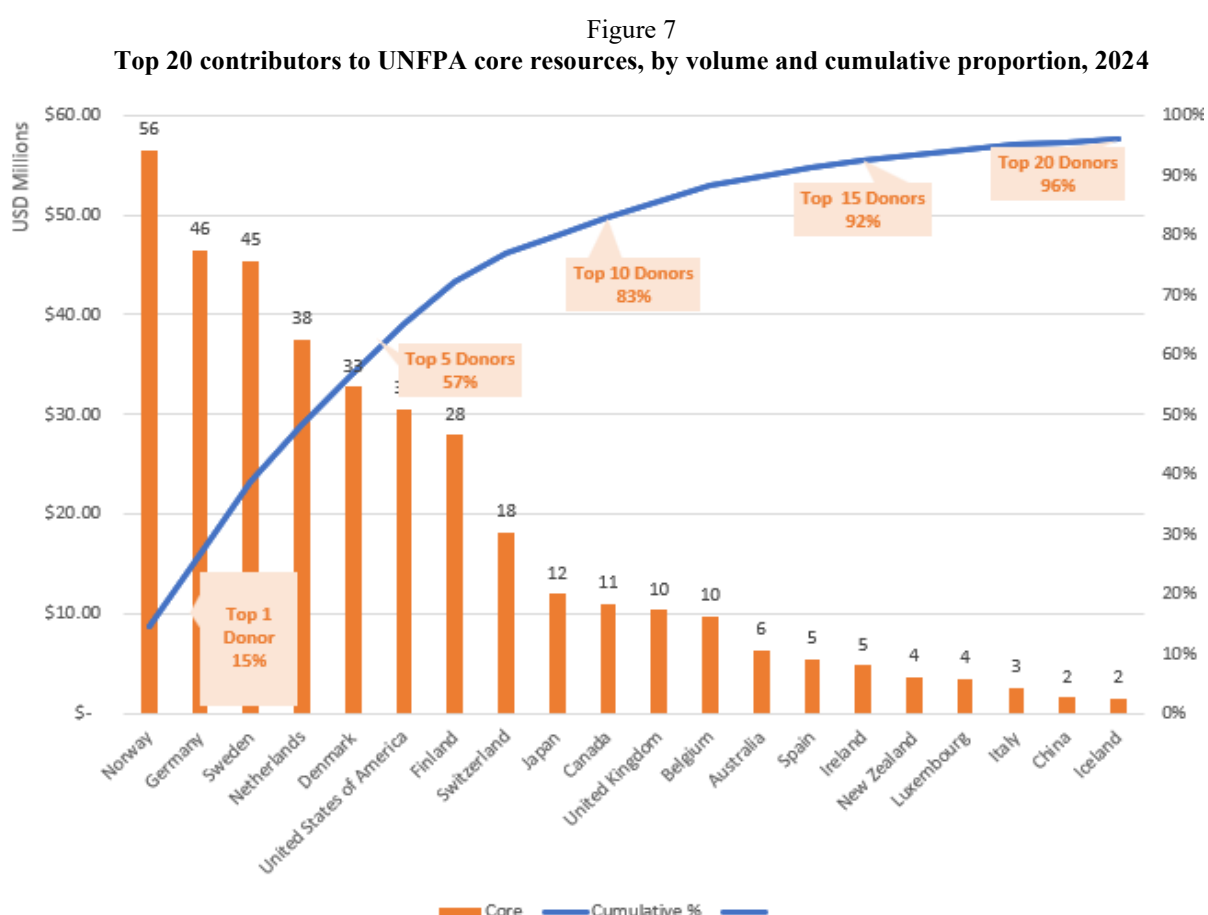
19. To address this trend in declining core resources, UNFPA is intensifying efforts, through a cross-organizational approach, to increase core funding from those donors where there is opportunity for growth, including new and emerging donors. UNFPA regularly engages with United Nations permanent missions 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 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.

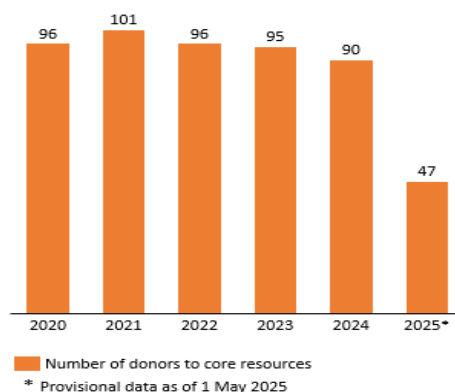
B. UNFPA core contributors

21. The UNFPA core funding structure is characterized by a reliance on voluntary contributions from a small proportion of governments. In 2024, as shown in figure 7 below, the top 20 donors contributed 97 per cent of the total core resources, all from the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD/DAC) countries. While UNFPA has been able to reliably count on the consistent support of these traditional donors, the Fund continuously seeks to broaden its donor base to lower the financial risk for UNFPA programmes.



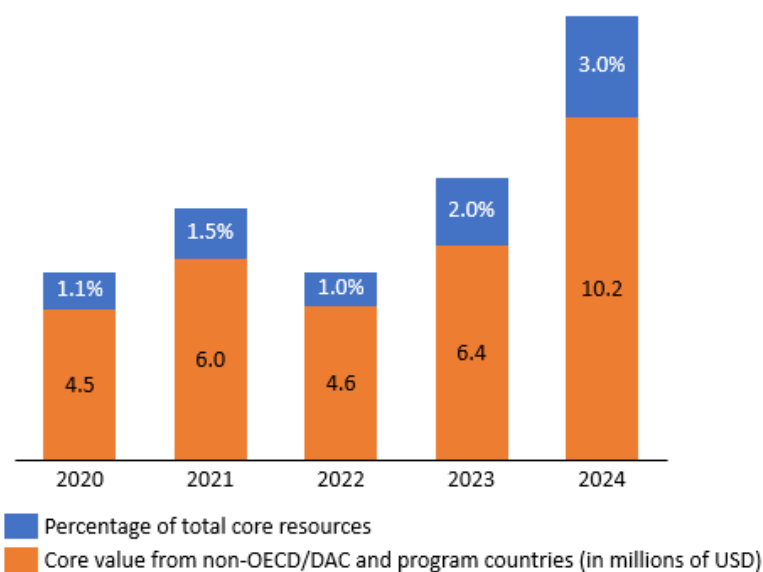
22. The overall number of donors committing core resources has declined, from 95 donors, in 2023 to 90 in 2024. Within the United Nations system, UNFPA has a comparatively large number of donors to core funding. This is the result of the extensive efforts invested into expanding the core donor base through products highlighting the value of and results achieved with core funding, as well as through providing guidance and support to country offices on how UNFPA can make the case for core funding. Despite these efforts at diversification, as of May 2025, there were 47 contributors, five less than at the same time in 2024.

Figure 8
Number of core contributors, 2020-2024



23. Core contributions from non-OECD/DAC and programme countries remained low, but did increase rather significantly from \$6.4 million, or 2.0 per cent, of the total volume of core funding to \$10.2 million, or 3.0 per cent. This increase is in part thanks to increased contributions from Qatar and China. 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 and programme countries, 2020-2024



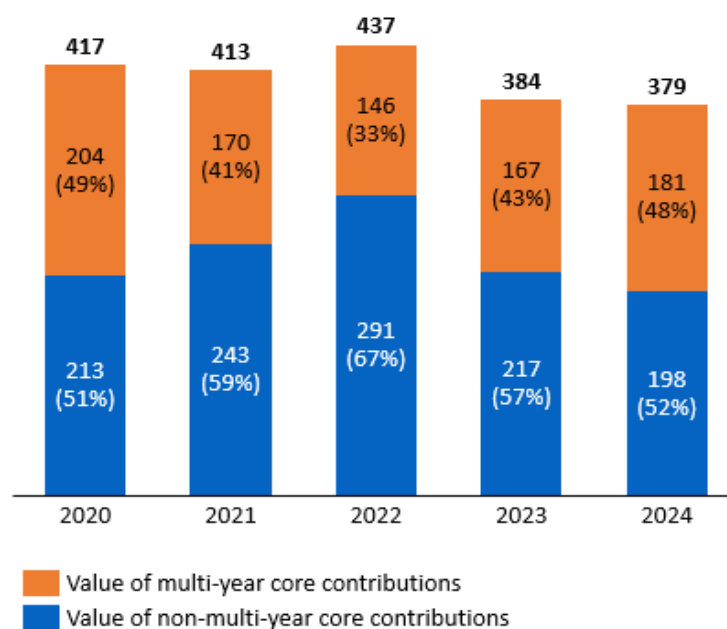
24. In an effort to explore new avenues for diversifying the donor base, UNFPA launched the Individual Giving Programme in 2019 to mobilize resources from the general public. Of the \$10.8 million mobilized in 2024 by the Individual Giving Programme, over \$5.3 million of this funding was for core resources – mobilized from almost 100,000 donors in over 190 countries worldwide.

C. Multi-year contributions to core resources

25. While the overall total amount of core funding decreased in 2024, the volume and percentage of those funds that were contributed through multi-year commitments increased.⁵ The number of donors providing multi-year core funding to UNFPA has been fairly stable. In 2024, 35 donors were committed to active multi-year core funding, two less than in 2023. Of these 35 donors, 23 were non-OECD DAC donors. 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.

Figure 10
Value and percentage of multi-year core contributions, 2020-2024

(in millions of \$)

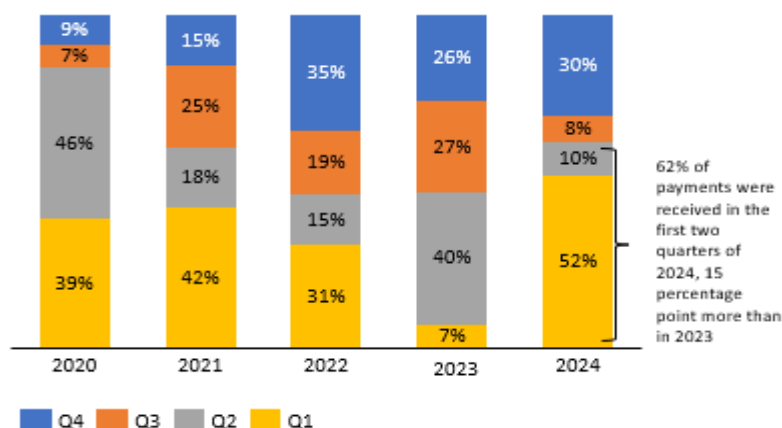


D. The criticality of early payment of contributions

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

⁵ The average duration of a multi-year agreement is four years; this is deemed viable, considering the duration of the strategic plan cycle and most country programming.

Figure 11
Timing of contributions recorded during 2020-2024 (as a percentage of total per quarter each year)

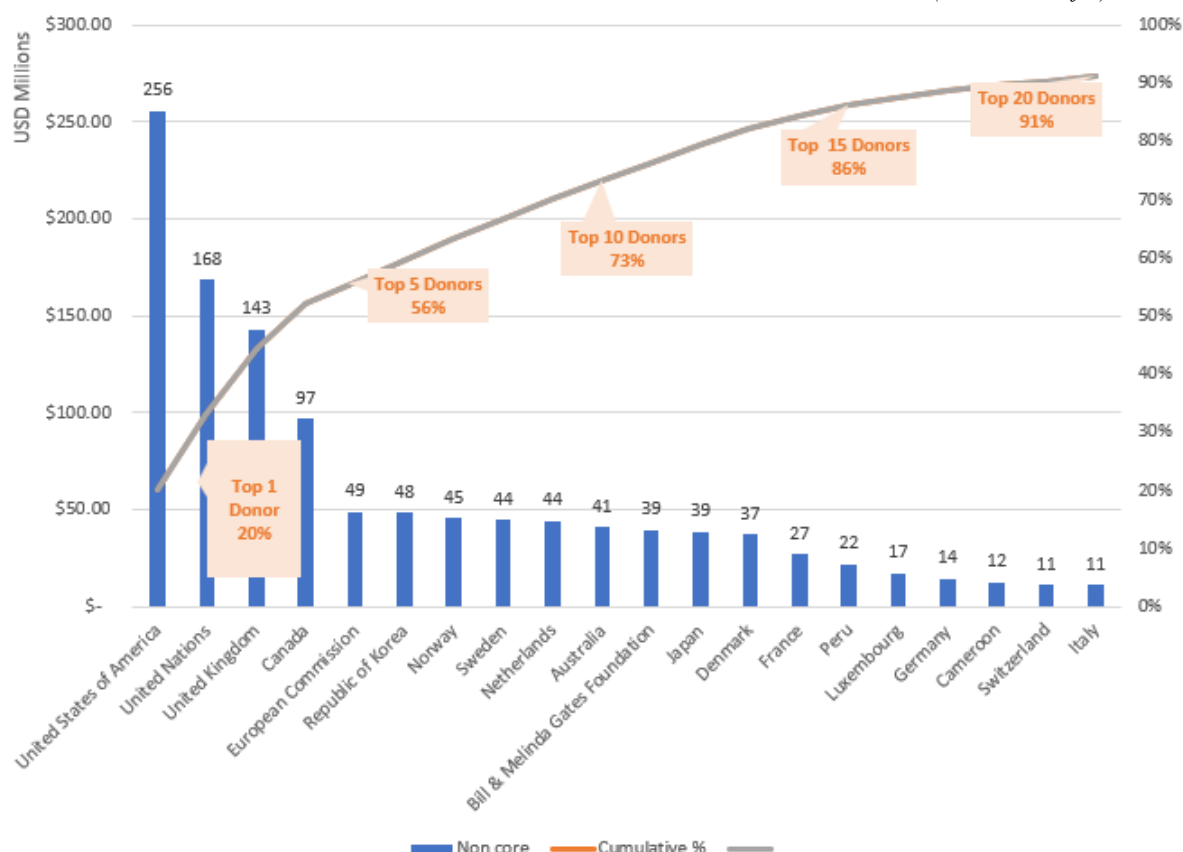


V. Non-core funding and instruments

A. Overall situation and key-contributors

27. As presented above, the total volume of non-core resources has increased in 2024. UNFPA top contributors by volume and percentage for 2024 are listed in figure 12 below. 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 or for fully flexible funding of country programmes.

Figure 12
Top 20 contributors to UNFPA non-core resources, by volume and cumulative proportion, 2024
(in millions of \$)



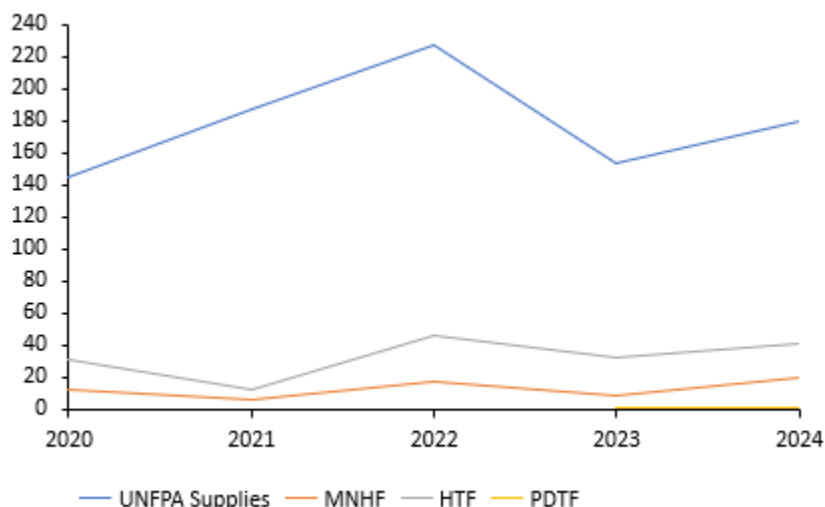
* United Nations and intergovernmental transfer contributions include all funds received from joint funding mechanisms: joint programmes and multi-donor trust funds, as well as bilateral transfers from United Nations organizations.

B. UNFPA thematic funds

28. Thematic funding is the second most flexible form of funding to UNFPA, after funding for core resources. It is a clear demonstration of good multilateral donor commitment and a critical element of the funding compact. In 2024, contributions to the four UNFPA thematic funds increased by 23 per cent, from \$195.2 million in 2023 to \$241.0 million in 2024. The 2024 contributions received reflect an overall stable trend, albeit fluctuating from year to year, in thematic funding over the past five years.

29. The UNFPA Supplies Partnership consistently remains the most well-funded thematic fund, with \$179.8 million in 2024, representing a \$26 million increase from 2023. There has also been modest growth in the Humanitarian Thematic Fund, which reached \$41.4 million in 2024, as well as growing levels of funding for the Maternal and Newborn Health Fund, at \$18.6 million. The Population Data Thematic Fund, which became operational in 2023, has maintained consistent funding levels of approximately \$750,000 in 2024.

Figure 13

Contributions to the four UNFPA Thematic Funds, 2020-2024*(in millions of \$)*

30. The UNFPA Supplies Partnership is a global health initiative that strengthens health systems through improving supply chains, advancing policy, diversifying financing and expanding access to quality-assured contraceptives and maternal health medicines in 54 of the lowest-income countries. In 2024, essential supplies procured through the Partnership saved lives and allowed women to choose if and when to have children, reaching 25 million women and girls and preventing nearly 10 million unintended pregnancies and 3 million unsafe abortions. To expand the method mix, 29 countries procured new and lesser-used commodities through the programme and 37 countries rolled out self-administration (self-injection) of DMPA-SC⁶ programmes. The Partnership continued to invest in the digitalization of supply chains to improve the efficient targeting and use of resources, even in humanitarian crises.

31. As the largest procurer of reproductive health commodities for the public sector, the Partnership plays a unique role in global health, with a budget of \$181 million in 2024. A total of 26 public and private partners and donors have supported the Partnership in this third phase (2021-2030), with many committing multi-year funding, which facilitates sustainability and increases the impact in meeting the needs of women and adolescent girls.

32. Domestic resource mobilization continued to be a priority, with domestic expenditure on contraceptives in all programme countries increasing from \$10.4 million in 2020 to \$52 million in 2024. A scale-up of SMART⁷ advocacy workshops was initiated 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. The Match Fund incentivizes countries to shift from donor dependence to increased domestic financing. To support the evolving transition pathways outlined under the Supplies Partnership Phase III (2021-2030), which aims to graduate at least 10 countries from the programme by 2030 based on contraceptive prevalence and sustained national financing. UNFPA has also invested in strengthening the Supply Chain Management Unit (SCMU) in Copenhagen.

33. As part of its expanded mandate, SCMU now provides supply chain solutions, also known as third-party procurement services, as a distinct offering to countries that are graduating or have graduated from the UNFPA Supplies Partnership. These services enable governments and partners to continue accessing affordable,

⁶ DMPA-SC – subcutaneous depot medroxyprogesterone acetate

⁷ SMART – specific, measurable, achievable, relevant, and time-bound

quality-assured commodities by leveraging 'the Fund's global scale, technical expertise and preferential public sector pricing – until national public or private supply systems are able to fully assume this function. This dual-track approach not only ensures continuity of supply as countries shift from donor-funded to self-financed models but also reinforces 'the role of UNFPA in safeguarding the gains made under the Supplies Partnership and enabling a more sustainable transition.

Results achieved through the UNFPA Supplies Partnership, 2024

Contraceptives procured in 2024 reached 25 million women and girls in 54 of the lowest-income countries averting:

- Nearly 10 million unintended pregnancies;
- 204,000 maternal and child deaths;
- 3 million unsafe abortions.

These contraceptives, worth approximately \$141 million, will save countries and families an estimated \$708 million in 2024 alone in reduced costs for pregnancy, delivery and post-abortion care.

34. 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, which is engaged in accelerating efforts to deliver on the 2030 Agenda and meet the transformative result of zero preventable maternal deaths. It produces transformational change at scale by: (a) supporting the scaling-up of evidence-based interventions; (b) supporting innovation; (c) strengthening alignment and partnership; (d) increasing domestic policy and financial commitments to maternal and newborn health; (e) strengthening health systems, including midwifery and respectful woman-centred care; (f) increasing readiness to scale up access to quality-assured maternal health commodities; (g) expanding coverage of emergency obstetric and newborn care; (h) preventing and treating childbirth injuries and other morbidities, including obstetric fistula; (i) strengthening community engagement; and (j) strengthening routine health data systems to drive equality, quality and accountability. 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. In 2024, the MNH Fund entered its fourth phase (2024-2028) and is asking for \$210 million by 2028 to address the core drivers of maternal and newborn mortality and morbidity and improve overall maternal wellbeing.

Results achieved through the MNH Fund, 2024

- 6 million pregnant women received safer delivery care (37 million since 2008).
- 215,000 midwives supported with education and training, bringing the total to 765,000 to date.
- 751 midwifery schools accredited, in line with national or international standards, by 2024.
- 12,000 women treated for obstetric fistula in 2024, bringing the total to 66,000 women since 2018.
- 88 per cent of MNHF countries have a national monitoring tool for maternal and perinatal death surveillance and response

35. 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 in emergencies. In 2024, the HTF supported

37 country and regional offices with \$48.6 million, including rapid response funding for the crises in Gaza, Sudan and Ukraine.⁸ In many humanitarian contexts, the HTF has provided critical seed funding to kick-start response operations until the receipt of bilateral donor contributions.

Results achieved through the HTF, 2024⁹

- Every contribution to the Humanitarian Thematic Fund directly addressed the urgent needs of women and girls.
- 880,000 people were reached with sexual and reproductive health services.
- 450,000 people were reached with gender-based violence prevention, risk mitigation, and response.
- Over 80% of HTF funds disbursed to partners went to local and national organisations.

36. 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 SDGs; they are also needed to identify and reach those left furthest behind first. The thematic fund is structured into four pillars: (a) population and housing census; (b) civil registration and vital statistics; (c) geospatial data and the UNFPA Population Data Portal; and (d) demographic shifts. The Population Data Thematic Fund also focuses on providing support to countries in addressing demographic changes in a large range of countries (from high-fertility and youthful population to low fertility and ageing) for harnessing demographic dividends and building demographic resilience.

37. As it moves toward the next strategic plan (2026-2029), which will include a new outcome on demographic change, the Fund is reviewing the existing UNFPA funding architecture as a whole, including the Population Data Thematic Fund, to determine the most appropriate and effective resource mobilization instruments to support governments in building strong population data systems, which would help them develop robust, evidence- and rights-based population policies and responses tailored to their specific demographic challenges.

C. Emergency preparedness and humanitarian response

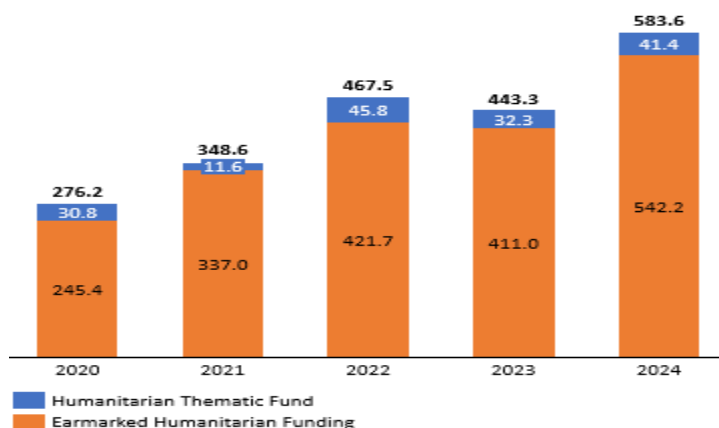
38. UNFPA humanitarian contributions reached \$583.6 million in 2024, a 32 per cent increase from 2023. This amount consists of \$542.2 million in earmarked funding provided to UNFPA linked to United Nations-coordinated response plans for emergencies and flash appeals, as well as \$41.4 million in flexible funding received through the Humanitarian Thematic Fund.¹⁰ In total, 46 per cent of the total non-core funding to UNFPA was for humanitarian response, compared with 43 per cent in 2023.

⁸ This figure includes funds already allocated to cross-year responses started in 2024 and HTF operating costs.

⁹ All figures are interim, as of 31 March 2025.

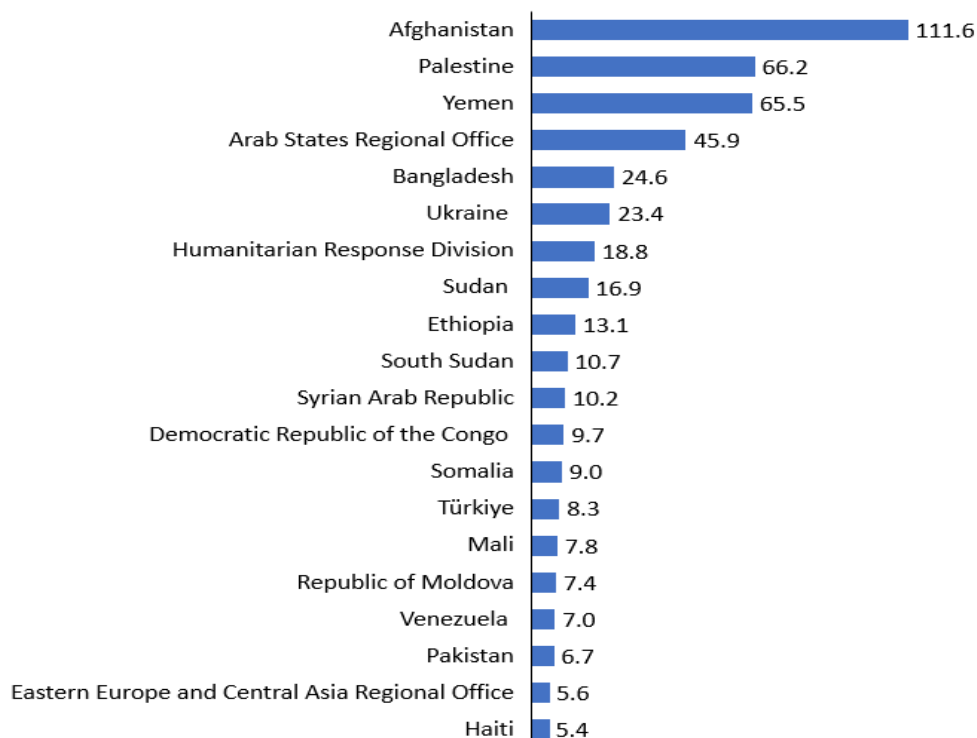
¹⁰ Plus, an additional \$2.8 million was contributed via the Individual Giving Programme.

Figure 14
Trends in humanitarian funding, 2020-2024



39. The largest shares of funding for UNFPA humanitarian appeals were for crises in Afghanistan, Bangladesh, Palestine, Ukraine and Yemen. These five crises alone received over half (50 per cent) of the humanitarian funding UNFPA received in 2024, with the Regional Office for Arab States, which oversees and disburses funding to crises in the region, also being a major recipient. This reflects the magnitude and scale of needs in these countries. However, it also underscores that while humanitarian funding is increasing, it 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. It is crucial that donors recognize the inherent risks involved and share responsibility for risk management with UNFPA and its partners who are operating on the front lines.

Figure 15
Top 20 recipients of humanitarian funding, 2024



40. In 2024, the UNFPA's Humanitarian Thematic Fund (HTF) remained a vital source of rapid, flexible and life-saving support, particularly in underfunded crises. As 'the organization's most adaptable humanitarian financing mechanism, the HTF enabled multi-year funding for emergency response, preparedness and integration of development efforts. It also served as a critical bridge mechanism, allowing UNFPA to respond as the provider of last resort on GBV while additional resources were being mobilized. In 2024, the HTF supported 37 UNFPA country and regional offices with \$48.6 million in funds, including rapid response funding for the crises in Gaza, Sudan and Ukraine.¹¹

41. 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 \$11.9 million in flexible funding to 33 UNFPA country offices in 2024. The fund allows country offices to initiate humanitarian response until other resources become available. In addition, UNFPA country and regional offices can also draw on the Humanitarian Response Reserve, which operates as a revolving fund – which provided \$6.1 million in pre-financing for emergency relief interventions in 2024 – pending the receipt of funding committed in signed donor agreements. The reserve is replenished once donor funding is received.

42. In 2024, pooled funding mechanisms continued to play a critical role in supporting 'the humanitarian work of UNFPA. UNFPA received \$41.1 million through the Central Emergency Response Fund (CERF), which supported timely life-saving interventions in 28 countries, with the largest shares directed to Bangladesh, Haiti, the Republic of the Sudan, South Sudan, and the Syrian Arab Republic. CERF funds also supported UNFPA's leadership in the health and protection sectors, particularly in delivering sexual and reproductive health services and responding to gender-based violence in emergencies. In addition to CERF, UNFPA received \$4.8 million through country-based pooled funds (CBPFs), helping to address urgent needs at the country level.

43. In 2024, UNFPA and its local partners reached 14.7 million people with essential sexual and reproductive health services in humanitarian settings. These efforts included safe childbirth support for 1.2 million women and family planning services for 4.6 million individuals. UNFPA supported 4,489 health facilities with critical supplies, equipment and staffing, and deployed 1,073 mobile clinics to extend access in hard-to-reach areas. Nearly 896,000 dignity kits were distributed. To address the growing risks of gender-based violence in crises, UNFPA delivered prevention and response services to 6.7 million people. 26,119 frontline workers received specialized GBV training, 1,673 safe spaces for women and girls and 416 youth-friendly spaces were supported.

44. As the humanitarian system is undergoing a reset, which will change the humanitarian architecture as well as reshape the funding landscape, it is likely that more funding will be directed to pooled funds, with calls for the vast majority (70 per cent) of CBPFs to be directed to local actors.

D. United Nations pooled funds and joint programmes

45. Contributions from the United Nations system remained one the largest sources of funding to non-core funding in 2024. United Nations pooled funds and joint programmes are important tools that support integrated delivery and collaboration to bring added value at the global and local levels. They are also a form of high-quality funding that remains a priority in the funding compact 2.0.

46. However, it is important to note that in 2024, 'the overall contributions from United Nations inter-agency transfers to UNFPA declined to \$168.5 million, down from \$206 million in 2023. This 18 per cent decrease was primarily driven by a reduction in funding from multi-partner trust funds (MPTFs), which fell from about \$116 million in 2023 to about \$80 million in 2024. Some factors leading to the decline were associated with the closure of the first phase of the Spotlight Initiative and a decrease in contributions to country-based pooled funds from the United Nations Office for the Coordination of Humanitarian Affairs (OCHA). Despite this decline, United Nations pooled funding mechanisms, including joint programmes, remain a critical modality for advancing the goals of the ICPD Programme of Action, particularly in fragile and complex settings, highlighting how the rest of the United Nations system relies on 'the unique comparative advantage of UNFPA to achieve the 2030 Agenda. The organization is actively working to ensure renewed engagement and strategic

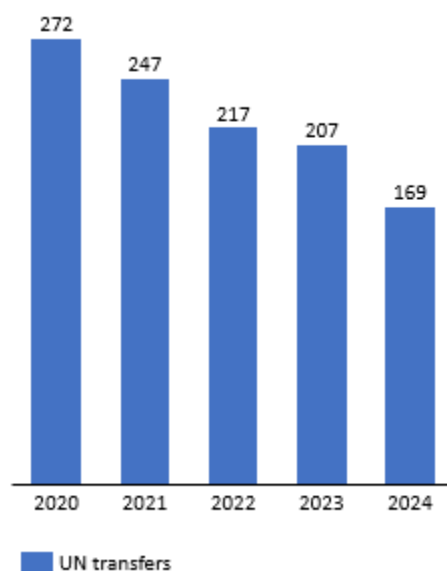
¹¹ This figure includes funds already allocated to cross-year responses started in 2024 and HTF operating costs.

positioning within both global and country-level United Nations funding frameworks, to ensure that sexual and reproductive health and rights remain central to joint development priorities.

Figure 16

Contributions from the United Nations System, 2020-2024¹²

(in millions of \$)



47. UNFPA continues to partner at scale with other United Nations agencies as one of the founding partners of the Spotlight Initiative to eliminate violence against women and girls. UNFPA is also co-leading, together with UNICEF, the Joint Programme on the Elimination of Female Genital Mutilation as well as the Global Programme to End Child Marriage.

Joint United Nations programmes on elimination of harmful practices

The [UNFPA-UNICEF Joint Programme on the Elimination of Female Genital Mutilation](#) and the [UNFPA-UNICEF Global Programme to End Child Marriage](#) are the largest global programmes addressing female genital mutilation (FGM) and ending child marriage (ECM).

In 2024, the Joint Programme on the Elimination of FGM contributed to preventing approximately 305,000 girls from undergoing FGM. In addition, 1,450,000 girls and women received FGM prevention and protection services; 81 million people were reached with mass media messaging on FGM; 850,000 men and boys engaged in activities promoting positive masculinity; and communities of 3.4 million people made public declarations to abandon FGM.

¹² 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.

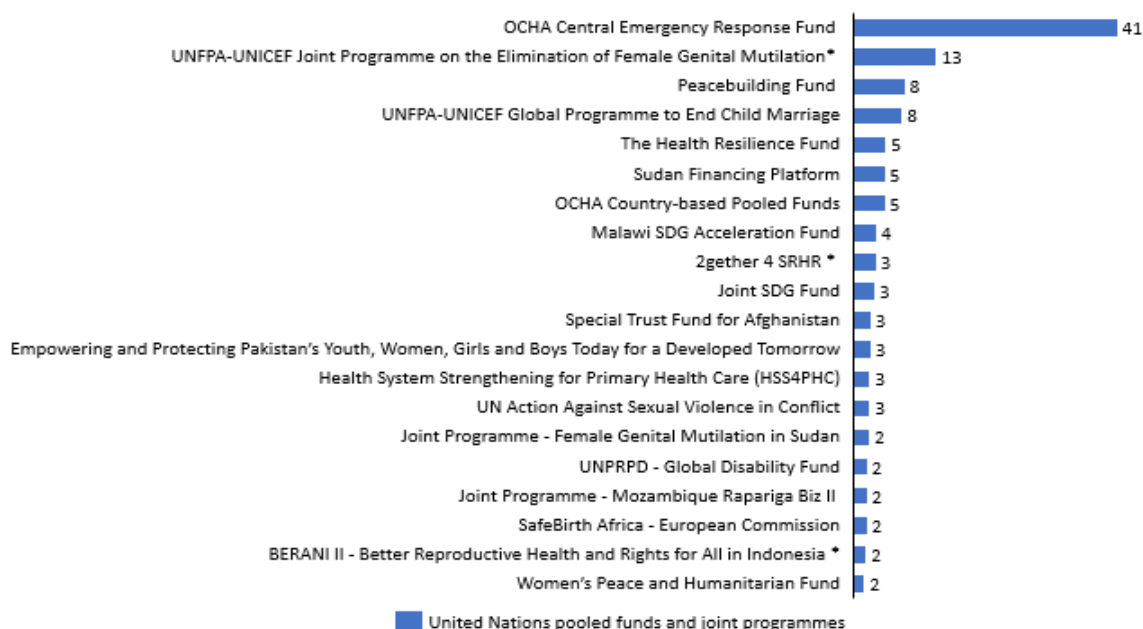
In 2024, the UNFPA-UNICEF Global Programme to End Child Marriage initiated phase III which reached more than 7.4 million adolescent girls with life skills and comprehensive sexuality education; supported 8.4 million adolescent girls to enrol or remain in school; led to 2.5 million girls and boys accessing prevention and protection services; supported 3.5 million adolescent girls in benefitting from social protection and poverty reduction services; engaged 4.7 million boys and men in positive masculinities, among other results. In 2024, the Global Programme to End Child Marriage also expanded its reach to an additional 18 countries through the Rising Stars Initiative.

48. UNFPA appreciates those donors that contribute resources to United Nations pooled funds, as these are a form of high-quality funding.

Figure 17

Top 20 UN Pooled Funds contributing to UNFPA, 2024

(in millions of \$)



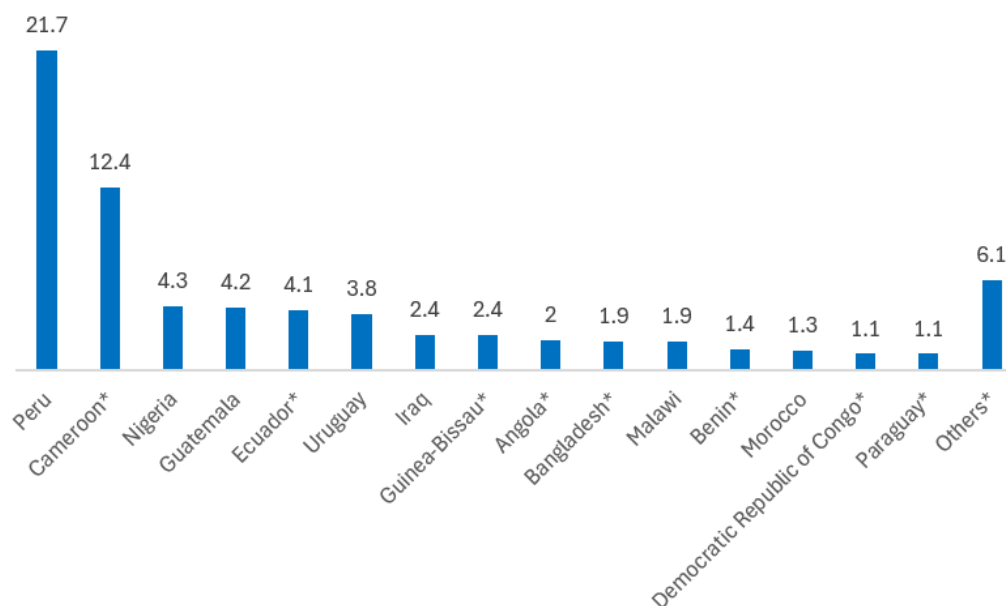
E. Programme country governments

49. While the majority of UNFPA funding comes from the top 20 donors, there are also a large number of governments that provide funding towards UNFPA country programmes in their country. These contributions are highly valued as they 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 increased from \$68 million in 2023 to \$72 million in 2024. Of this funding, \$49.3 million came

directly from programme country governments, a significant 77 per cent increase over 2023. The remaining \$22.7 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

(in millions of \$)



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

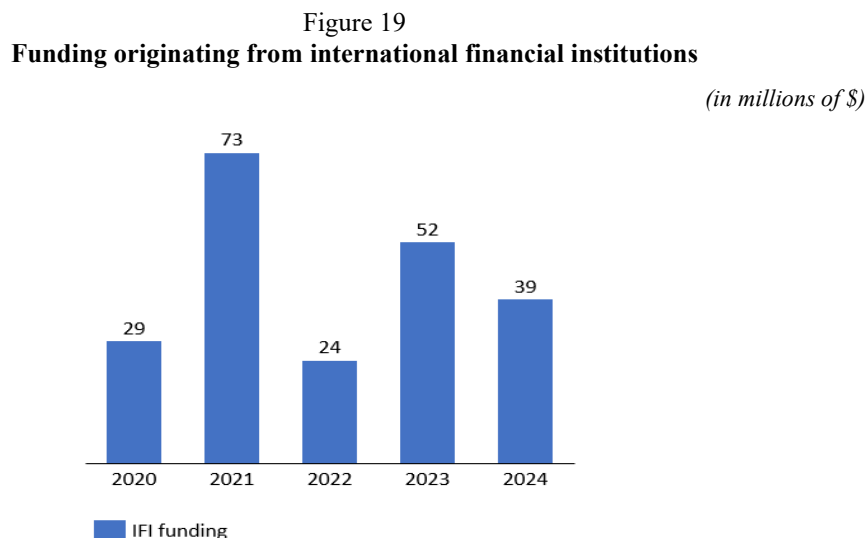
F. International financial institutions

50. In 2024, UNFPA launched its first financing for the ICPD strategy, which calls for a bold transition from traditional funding to the mobilization of catalytic, SDG-aligned resources to achieve the three transformative results and advance the ICPD Programme of Action. A cornerstone of this strategy is enhanced collaboration with international financial institutions, recognized as key partners in scaling sustainable financing.

51. Building on this strategic direction, UNFPA deepened its engagement with international financial institutions throughout 2024, continuing to position itself as a trusted technical and normative partner. This included joint work with international financial institutions and United Nations country teams on recovery and reconstruction planning, such as in Cox's Bazar (Bangladesh) and Ethiopia, as well as contributions to global evidence generation and policy dialogue on sexual and reproductive health and rights, gender equality and population data.

52. However, total funding originating from various international financial institutions declined from \$52 million in 2023 to \$38.5 million in 2024, primarily due to prolonged negotiations with the World Bank Group on an updated United Nations system-wide agreement framework. These discussions halted the signing of new agreements from July 2024 onward. Although this resulted in a temporary dip in funding, the agreement was successfully finalized later in the year, and a strong pipeline of initiatives is now in place, with renewed growth expected in 2025. These trends reaffirm that while partnerships with international financial institutions are critical to unlocking additional investment, they cannot replace core resources, which remain essential for fulfilling the UNFPA's mandate.

53. It is also important to note that these funding figures do not fully capture the depth of UNFPA's collaboration with international financial institutions. Many of these partnerships extend beyond direct financing and include technical cooperation, capacity development and joint implementation efforts aimed at supporting government-led initiatives – with the ultimate objective of mobilizing both institutional capacity and additional resources in pursuit of shared mandates.



54. Notably, 17 UNFPA country offices mobilized resources from five different international financial institutions in 2023. By 2024, this number had increased to 22 country offices, reflecting the growing depth and breadth of UNFPA's engagement with the international financial institutions.

55. Some examples of the Fund's partnership with the international financial institutions include: collaboration with the World Bank on financing initiatives in West and Central Africa, notably in Cameroon, Benin and Guinea-Bissau; support from the Inter-American Development Bank for census activities across Latin America; and a growing number of partnerships in crisis-affected settings – such as Cox's Bazar (Bangladesh), the Democratic Republic of the Congo, Ethiopia and South Sudan, which reflect the broader focus of the United Nations and international financial institutions on humanitarian contexts.

SWEDD 2

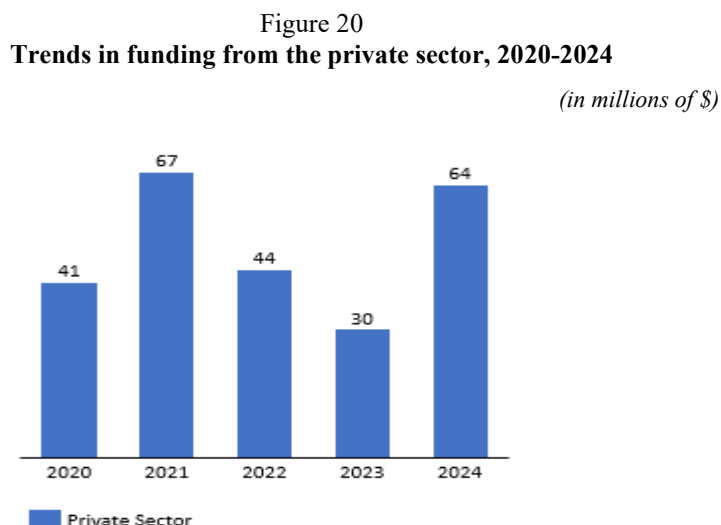
UNFPA, in collaboration with the World Bank and the governments of Benin, Burkina Faso, Cameroon, Chad, Côte d'Ivoire, Guinea, Mali, Mauritania and Niger, launched a new phase of the Sahel Women's Empowerment and Demographic Dividend (SWEDD) initiative.

Building on the successes of the original SWEDD and its second phase (SWEDD 2), this expanded effort deepens support for adolescent girls and young women by enhancing access to high-quality education, sexual and reproductive health services, and economic opportunities.

This phase strengthens the focus on transforming harmful social norms, promoting bodily autonomy, and supporting regional policy alignment. Together, these efforts aim to accelerate progress on gender equality and the demographic dividend across fragile and development-challenged contexts in West and Central Africa.

G. Private-sector and other strategic partnerships

56. Under the strategic partnerships corporate framework, UNFPA in 2024 continued to strengthen its partnerships with non-traditional partners, mobilizing \$63.8 million in non-core contributions from the private sector, plus an additional \$3.8 million in-kind contributions. This is more than double the funding mobilized in 2023. Since 2020, UNFPA has consistently surpassed the private-sector fundraising targets in the strategic plan.



57. 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 \$10.8 million in resources in 2024 (\$8.6 million recorded in 2024 and \$2.2 million recorded in 2025 relating to 2024 donations). Of this \$10.8 million, \$5.5 million was for non-core resources. 62,275 new donors were welcomed to the programme, representing an 89 per cent increase, compared to the donors acquired in 2023. For 2025, the Individual Giving Programme is projecting \$12.1 million in revenue for 2025, of which 60 per cent is anticipated for core resources.

58. UNFPA is also establishing a wide portfolio of global corporate partners that equip the organization not only with resources, but also with skills and solutions to accelerate the impact of its programmes. In 2024, UNFPA expanded its collaboration with corporations (including Organon, Bayer and Reckitt, among others) to advance programmes that address adolescent pregnancies and end the unmet need for family planning globally. These collaborations include global advocacy efforts in relevant fora, as well as country projects in Egypt, Mexico, Pakistan and other countries, with a focus on increasing access to sexual and reproductive health information and education.

59. UNFPA continues to scale up its outreach to foundations and philanthropies. These organizations were the largest private-sector contributors in 2024, providing \$55 million, tripling the size of these contributions over 2023. UNFPA developed a roadmap of strategic engagements to cultivate new relations in the philanthropic sectors and is positioning the organization in high-potential regions with a growing philanthropic ecosystem, particularly in Asia and the “Gulf countries.” In parallel, UNFPA continues to grow its partnerships with leading foundations, like the Gates Foundation and the Children’s Investment Fund Foundation, by expanding these collaborations in new thematic areas, including maternal health and child marriage.

60. UNFPA is also actively working to influence the private sector to mainstream sexual and reproductive health and rights (SRHR) through the Coalition for Reproductive Justice in Business. This initiative led by UNFPA aims to improve the private sector’s role in enabling SRHR in workplaces globally. The coalition is promoting a framework of SRHR-focused metrics to guide private-sector action and investments in SRHR. The metrics have been promoted through presentations at global fora, such as the World Economic Forum and the United Nations General Assembly, leveraging the voice of the private sector as an advocate for the UNFPA mandate.

H. Funding accelerator instruments

61. 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 (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.

62. 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 has the goal of reaching adolescent girls with SRHR services by way of basic mobile phone messages. In its first year, the bond exceeded targets for family planning and HIV services, reaching over 415,000 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.

63. Building on this successful pilot, UNFPA country offices (including in Brazil, Ecuador, Egypt, Lebanon, Jordan, 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.

64. 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.

65. In 2021, the Equalizer Accelerator Fund was established, designed to accelerate and de-risk investments in breakthrough solutions by, for and with women and young people. The Fund was once again catalytic in attracting more resources from public and private sectors, unlocking \$4.5 million for high-potential innovations, which, to date, have reached over a million women and girls through 34 women-led social enterprises. From grassroots solutions to frontier technologies, UNFPA and its partners co-designed, financed and scaled-up innovations to address the evolving needs of women and young people, particularly in low- and middle-income countries. At the next stage of maturity, the Equalizer Accelerator Fund, through the WomenX Collective, launched in October 2024, will aim to de-risk advanced, high-impact solutions, generate evidence and multi-sector partnerships for the scale-up of transformative innovations for women and girls in low- and middle-income countries.

66. The UNFPA Strategic Investment Facility (SIF) has continued to provide modest yet pivotal ‘seed’ amounts of core resources to facilitate the leveraging of additional financing and investments for sexual and reproductive health and rights. The SIF is part of UNFPA efforts to support programme countries in leveraging financing for the ICPD agenda and achievement of the UNFPA strategic plan results. The facility has supported catalytic initiatives in over 40 countries in six regions, to date, in unlocking additional resources to advance SRHR goals through a variety of public and private-sector financing approaches. For example, in Mexico, with \$501,411 from the SIF, UNFPA mobilized \$1.3 million towards a pooled fund to reduce adolescent pregnancies. In India, with \$596,709 from the SIF, UNFPA catalysed an increase of \$2.5 million in domestic financing for adolescent health in the State of Rajasthan, reaching 2.4 million adolescents, including 64,000 from tribal communities.

67. UNFPA has been striving to further mainstream South-South and triangular cooperation (SSTC) into programming as one of the results accelerators in the strategic plan, while also utilizing it as a tool for mobilizing financial resources, driving policy development and enhancing advocacy. For example, SSTC-enabled resource mobilization secured \$1 million from the India-UN Development Partnership Fund for midwifery services in Rwanda. This is the second year UNFPA has accessed similar amounts of resources from the fund. SSTC also facilitated the development of key policy documents in Morocco to promote inclusive public policies supporting women’s rights.

VI. Strategic considerations and future directions

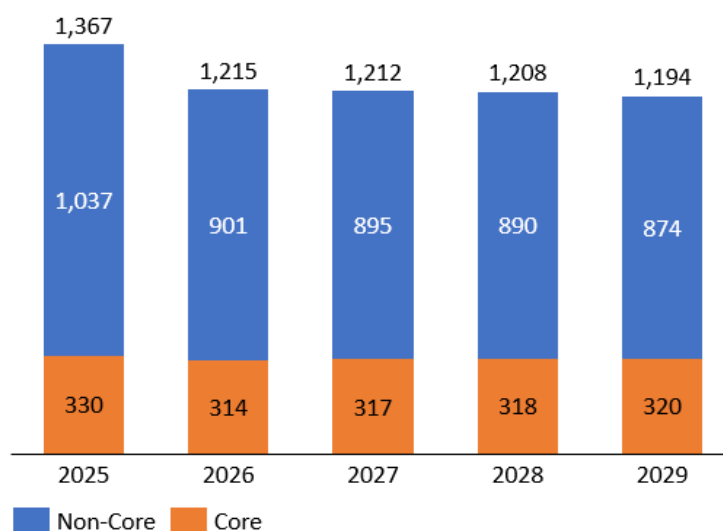
A. Outlook for 2025 and towards 2026-2029

68. The outlook for 2025 is less optimistic, even with the core resource targets for 2025 having been reduced, following the midterm review of the UNFPA integrated budget, 2022-2025 (DP/FPA/2024/10), from \$381 million to \$330 million. In preparing for the next strategic plan (2026-2029), UNFPA and the multilateral system are faced with a fluctuating global market landscape and unprecedented strains on the donor funding environment. Through the UN80 Initiative, the United Nations is prioritizing reform to ensure it remains effective, cost-efficient and responsive to the people it serves as part of a continued push to modernize the United Nations system.

69. 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 and in preparing for the new strategic plan (2026-2029), 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.

70. Figure 21 below presents the annual targets for 2025, as presented in the midterm review of the UNFPA integrated budget, 2022-2025, as well as the proposed annual targets for the integrated budget for 2026-2029. Throughout, UNFPA continues to take a prudent and conservative approach to budgeting.

Figure 21
UNFPA strategic plan targets (2025-2029)
(in millions of \$)



71. 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 priority new and emerging donors, as well as increasing its proactive engagement with current key donors. UNFPA has also been achieving growth in core funding via non-OECD DAC donors, as well as through the Individual Giving Programme. These streams of core funding will continue to be prioritized.

72. For non-core resources, UNFPA also projects a decline of resources for the new strategic plan (2026-2029). UNFPA maintains a prudent baseline, given the continuing risks, which include declining pooled funding and declining thematic funding, as well as pressures on both development and humanitarian funding.

While UNFPA has a large number of multi-year funding agreements currently underway, it is anticipated that there could be a decline in new agreements in the coming years, which could lead to an overall downward trend in non-core resources.

73. 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, 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.

74. UNFPA humanitarian funding has doubled in the past five years. This reflects not only the growing global humanitarian needs but also demonstrates the growing importance and recognition of UNFPA as a humanitarian partner. So far, the organization has not observed a corresponding decline in funding for development programmes at the expense of humanitarian funds. For UNFPA, it is critical that there are adequate funding levels to deliver on the UNFPA strategic plan and contribute to the ICPD Programme of Action, the SDGs and the United Nations consolidated humanitarian appeals.

75. 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, 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.

76. 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

77. 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, 2022-2025, as well as in planning for the strategic plan and integrated budget for 2026-2029.

78. 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).

79. 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 2024 will be distributed in 2025, 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 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

80. 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 the costing exercise prepared for the 2019 Nairobi Summit on ICPD25, there is a global investment gap of \$222 billion to achieve the three transformative results by 2030.¹³

81. UNFPA contribution to the ICPD agenda increasingly includes efforts to mobilize and influence multiple sources of financing. To do so, over 30 UNFPA country offices have developed investment cases to finance sexual and reproductive health and rights.

82. In 2024, UNFPA launched a 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.

83. Evidence continues to show that investments in sexual and reproductive health and rights generate high returns across health, economic, and social indicators. For every dollar invested in family planning and maternal health in low- and middle-income countries, the estimated benefit to families and societies exceeds \$8.40.

Investment Case in the Asia-Pacific Region

The report, developed by the UNFPA Asia-Pacific Regional Office and the Burnet Institute, presents compelling findings from five countries: Cambodia, Indonesia, the Lao People's Democratic Republic, Malaysia and the Philippines.

It reveals that scaling-up proven multisectoral interventions, such as in-school comprehensive sexuality education and community mobilization and dialogues, could avert 1.4 million unintended pregnancies and 1.1 million child marriages by 2030. An additional \$5 billion in investment to reach 95 per cent coverage could generate \$13.4 billion in economic benefits by 2050, meaning every \$1 invested returns \$2.70 in benefits. If sustained through 2050, this return could rise to \$9.80 for every \$1 spent.

84. Looking to be more future-forward, UNFPA has made sure financing is fully integrated into the new strategic plan (2026-2029), with the introduction of a dedicated output on leveraging financing. UNFPA will be prioritizing capturing better-quality data on financing, such as: (a) the number of countries conducting and utilizing the public budget analysis related to three transformative results; (b) number of private-sector companies adopting workplace policies to reflect sexual and reproductive health and rights; (c) number of innovative financing mechanisms operationalized to accelerate the three transformative results; and (d) number of countries integrating SRHR into social protection mechanisms.

D. Efficiency and transparency

85. UNFPA is always striving for greater levels of efficiency in programming and operations. The Fund advanced a set of institutional transformation initiatives in 2024, aligned with the UN 2.0 vision, in order to strengthen 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.

¹³ UNFPA, “Costing the three transformative results,” January 2020.

86. In 2024, UNFPA undertook its headquarters optimization initiative, which saw the establishment of a new Programme Division, integrating the technical, programme and strategic functions. The majority of the functions of this merged division will be moved from New York and other locations to Nairobi, Kenya, by September 2025, along with the Independent Evaluation Office. UNFPA also strengthened the Division of External Relations (the former Division of Communications and Strategic Partnerships) by integrating the Intergovernmental, Inter-agency and Policy Dialogue Branch of the former Policy and Strategy Division into the new division.

87. In 2024, UNFPA achieved an overall operational efficiency gain of \$14.7 million. Of these gains, \$7.6 million were generated from UNFPA-specific initiatives; \$1.8 million from bilateral initiatives with partner United Nations organizations; and \$ 5.3 million through business operation strategies.

88. 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, guided by a “risk appetite statement” and reinforced by robust governance mechanisms.

89. 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.

90. By proactively addressing strategic risks, including funding sustainability, reputational integrity and operational resilience, UNFPA ensures transparency, accountability and adaptability in its operations. These efforts reflect the commitment of UNFPA to ‘zero tolerance’ for any form of wrongdoing and to foster trust among stakeholders while effectively fulfilling its mandate to advance the ICPD Programme of Action and the 2030 Agenda for Sustainable Development.

VII. Conclusion

91. Despite the ongoing global challenges, UNFPA intensified its resource mobilization efforts in 2024 through diversified approaches to broaden and expand its partnership and donor base.

92. UNFPA continues to prioritize its resource mobilization efforts in 2025, to catalyse the resources needed for the successful completion of the current strategic plan (2022-2025) and for the next strategic plan (2026-2029).

93. UNFPA encourages all Governments to increase their contribution levels to core resources and other high-quality funding instruments, such as the UNFPA thematic funds, United Nations pooled funds and other flexible funding to country programmes. Within an increasingly difficult funding landscape, the need for core resources and other forms of flexible and high-quality funding is more critical than ever.

94. UNFPA will continue to engage with the UNDCO and other United Nations entities on operationalizing the funding compact 2.0, and with the Secretary General’s Office and other United Nations entities on the UN80 initiative, as well as with the Emergency Relief Coordinator and other United Nations entities on the humanitarian reset.

95. UNFPA extends its deep appreciation to all donors for their contributions in 2024 and the early months of 2025.

VIII. Elements of a decision

96. The Executive Board may wish to:
- (a) *Take note of* the report on the UNFPA structured funding dialogue, 2024-2025 (DP/FPA/2024/11);
 - (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, 2022-2025;
 - (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, civil society and individuals, and through strengthened partnerships with international financial institutions;
 - (e) *Note* the importance of flexible thematic and pooled 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.
-