



Switzerland's intervention from the floor on Agenda Item 5

Structured dialogue on financing the results of UNICEF Strategic Plan 2022-2025

New York, 3 September 2026

Thank you, Chair.

We thank UNICEF for the comprehensive report and the transparent presentation of the evolving funding environment. While we commend the strong performance of private-sector funding and encourage UNICEF to maintain its diversified sources of income, we recognize that this cannot compensate for the decline in public-sector core funding. We therefore encourage UNICEF to continue its engagement with Member States through structured funding dialogues and to link core and flexible funding to intended and demonstrated results, showing value for money.

At a time when regular resources are under increasing pressure, it is all the more important to ensure that they are not used to subsidize activities financed from other resources. We therefore wish to take this opportunity to **reiterate the importance Switzerland attaches to cost recovery.**

We welcome the joint report on the implementation of the cost-recovery policy and appreciate, in particular, that this year's report provides information on the challenges that hinder the full implementation of the policy. As it notes, these challenges may lead to under-recovery and potential cross-subsidization from regular resources.

For Switzerland, full implementation of the cost-recovery policy is important to avoid such cross-subsidization and to ensure the financial sustainability of programme delivery, transparency regarding the actual costs of activities and equitable burden-sharing across funding sources.

We note that UNICEF's effective indirect cost-recovery rate remained broadly stable, despite a slight decline in 2025, and that the financial impact associated with differentiated rates and waivers remained significant.

Against this background, we would like to ask: *To what extent does UNICEF consider that the measures to address the identified challenges – described at the end of the joint report – have been effective in overcoming obstacles to the full implementation of the cost-recovery policy?*

I thank you.