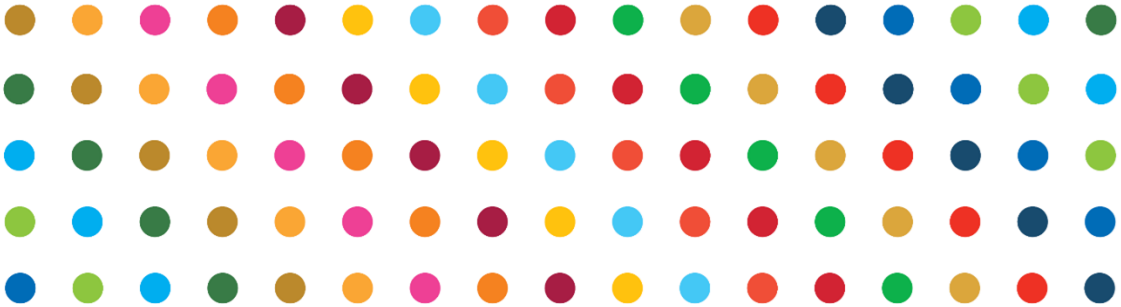
Rapid Assessment | Report

United Nations Strategic Framework for Syria 2022-2025



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List of Acronyms

- **BOS**: Business Operations Strategy
- **FGDs**: Focus Group Discussions
- **GEWE**: Gender Equality and Women's Empowerment
- **GBV**: Gender-Based Violence
- **GoS**: Government of Syria
- **HRP**: Humanitarian Response Plan
- **IDP**: Internally Displaced Person
- **INGO**: International Non-Governmental Organization
- **LNOB**: Leave No One Behind
- **NGO**: Non-Governmental Organization
- **UN**: United Nations
- **UNCT**: United Nations Country Team
- **UNSF**: United Nations Strategic Framework
- **UNSCR**: United Nations Security Council Resolution

Rapid Assessment Purpose & Criteria

Overall Purpose

The Assessment of the United Nations Strategic Framework for Syria's (UNSF) aims to enhance accountability to stakeholders and foster learning by analyzing the framework's implementation and providing actionable recommendations for future planning. Its specific objectives include evaluating the impact of the UNSF programming from 2022 to 2024, assessing the UN Country Team's (UNCT) performance and identifying enablers and bottlenecks, with a focus on resilience programming and resource mobilization. The assessment also seeks to generate clear recommendations and capture lessons learned to inform the next programming cycle.

Evaluation Criteria & Objectives

The assessment focuses on UNSF's Relevance to population needs, Effectiveness in achieving outcomes, Efficiency in resource use, Sustainability of benefits, and Coordination within the UN system and with external partners, Coherence with other relevant frameworks and adherence to UN Programming Principles such as Leave No One Behind. The findings aim to support operational improvements, ensure the durability of UNSF benefits, and promote strategic coherence, ultimately contributing to a more impactful future framework.

Assessment Approach & Data Collection

Stakeholder Selection: Purposive Sampling to include diverse stakeholder perspectives, including UN partners, national government representatives, and implementing partners.

Desk Review & Online Survey: Analysis of key documents (including UNSF, internal Joint Work Plan - JWP, Humanitarian Response Plan - HRP, annual reports, donor reports, and government publications) to contextualize the UNSF. An anonymous online questionnaire with 54 responses from UN staff, NGOs, donors, and others, capturing both quantitative rankings and qualitative insights on UNSF implementation.

Key Respondent Interviews (KRIs): In-depth online interviews with stakeholders, including five UN agency representatives and ten bilateral donors, to gain insights into implementation challenges and lessons learned.

Focus Group Discussions (FGDs): An independent senior consultant visited Damascus (1–10 October) to conduct workshops with over 13 UN agencies, 10 national institutions, 5 national and 6 international NGOs to gather diverse perspectives.

Qualitative and Quantitative Analysis: Thematic analysis of interviews, FGDs, and survey responses to identify patterns and insights across evaluation criteria. Descriptive and inferential statistical analysis of survey and secondary data; included a Logframe Analysis of JWP to evaluate alignment of objectives and indicators. Cross-verification of findings from interviews, workshops, reports, and surveys to ensure robustness and credibility of conclusions.

Challenges and Mitigation: Limited direct beneficiary perspectives; included indirectly through implementing partners. Non-representative survey sample due to a low response rate but supplemented through triangulation and stakeholder diversity. Security and logistical constraints around field missions addressed through remote methods and stakeholder prioritization.

Key Findings

Survey – Main Findings

Most negative responses

- Timeliness of interventions: 43.4%*
- Resource efficiency: 35.8%
- Use of community feedback: 34%

*Combined responses: “very little” & “not at all”

Most positive responses

- Importance of continued involvement in Syria: 98.1%*
- Reaching vulnerable groups: 96.2%
- Addressing pressing needs: 88.7%

*Combined responses: “somewhat”, “considerably” & “significantly”

Key Stats

54 respondents

39% UN

27% NGO

12% INGO

10% bilateral donors

+ private sector, government, media, & academia.

54% male, 41% female

People with disabilities, internally displaced people, children & youth, women & girls

Quantitative survey responses reflect the perceptions of respondents and highlight general tendencies but are not fully representative of all stakeholders' views. Qualitative feedback has been incorporated to inform key findings and recommendations.

Overall Findings

Political Constraints: The UNSF operates in a challenging political environment, with limited progress on UNSC Resolution (UNSCR) 2254. Political sensitivities and restrictive internal “Parameters and Principles” of assistance hinder the UN's ability to engage in long-term sustainable development, as outlined by the 2030 Agenda.

Sanctions and Donor Reluctance: Sanctions impose significant operational restrictions, increasing logistical costs and limiting partnerships with national institutions. Political conditions and lack of progress on UNSCR 2254 deter both traditional and new donors, resulting in critical funding gaps and reluctance to fund midterm resilience efforts.

Limited National Ownership: The minimal involvement of the Syrian government in UNSF implementation due to political restraints and overall lack of funding (see above) significantly restricts the UNCT's operational space, limiting opportunities for collaborative planning, national oversight, and shared ownership of interventions. This lack of engagement prevents the integration of UN-led initiatives into national systems, reducing the potential for sustainable resilience building and alignment with long-term development strategies. The Government perceives UN programmes as externally driven and disconnected from national priorities, and is hesitant to support these initiatives.

Humanitarian Focus and Capacity Limitations: Limited funding and restrictions around resilience building hinder the UNCT's ability to engage effectively in capacity-building with national entities, weaken coordination efforts, and ultimately limit the achievement of sustainable outcomes. UN agencies are also constrained in investing time and resources in resilience-building proposals due to their focus on addressing huge humanitarian needs.

Absence of a Theory of Change: The short duration of the framework and therefore lack of a Theory of Change reduces the UNSF's potential for transformative impact, as it limits a structured approach to achieving long-term objectives and comprehensive resilience.

Short-Term Orientation: The UNSF's emphasis on short-term recovery activities addresses immediate needs but limits the scope for medium-term recovery, leaving gaps in addressing root causes of vulnerability and reducing dependency on humanitarian aid.

Resource Mobilization Challenges: With only an estimated 5% of the UNSF funded, the UN needs to strengthen trust with existing donors while diversifying funding sources, including BRICs, IFIs, the private sector, non-traditional donors (such as Gulf Cooperation Council - GCC) and the Syrian diaspora. Simultaneously, the UN needs to enhance efficiency to maximize impact with limited resources.

Commitment to a Human Rights-Based Approach: A successful UN engagement depends on a strong foundation in human rights, inclusivity, and efficient programming that is community-centered and needs-driven, not supply-driven. Collaboration across agencies is essential, with each playing to its strengths.

Need for Adaptability and Long-Term Resilience: Moving forward, the UNCT must remain adaptable to the evolving landscape, emphasizing sustainability over survival to create a more resilient and self-sufficient future for Syrian communities. It must continue to adapt programmes to different geographic areas – rural or urban - and shifting conditions due to the ongoing crisis.

1 - Relevance and Alignment with National Priorities

Strong Alignment with National Priorities: The UNSF supports resilience and early recovery priorities, especially basic services and socio-economic recovery. It complements the HRP by bridging immediate humanitarian needs with medium-term recovery.

Challenges in Engagement and Ownership: Political constraints, sanctions, and internal UN restrictions hinder meaningful engagement with the Syrian government. Limited national ownership affects the overall impact and sustainability of initiatives under the UNSF.

Funding Limitations: Sanctions deter both traditional and new donors, impacting resilience-building funds. Fear of punitive measures affects project design and funding scope. However, donors expressed an increasing willingness to support resilience and early recovery work, especially in light of shrinking funding budgets and the limitations of humanitarian aid in achieving lasting improvements in the population's well-being.

Focus on Immediate Outputs over Long-Term Outcomes: Emphasis on activities/quantifiable outputs in reporting (e.g., rehabilitated facilities) often overlooks transformative outcomes. Lack of baseline data complicates assessment of UNSF's broader, long-term impact.

Relevance of Indicators: Current UNSF outcome indicators lack focus on sustainability, inclusivity, and issues like governance reform, youth unemployment, and gender-based violence, mainly due to lack of quality data. Limited emphasis on vulnerable groups constrains the framework's holistic impact on recovery.

Need for Adaptable, Context-Sensitive Approach: Stakeholders urge a refined focus on long-term resilience, inclusivity, and local capacity-building. Strengthening indicators to reflect broader resilience outcomes will better align the UNSF with Syria's recovery needs.

2 - Effectiveness and Orientation Towards Impact

Positive Impact on Vulnerable Populations: The UNCT has contributed to significant improvements in access to essential services, socio-economic recovery, and living conditions for displaced individuals and returnees. Achievements include rehabilitated schools, health facilities, and livelihood support.

Challenges in Measuring Broader Impact: Lack of a Theory of Change and baseline data complicates tracking long-term outcomes and overall well-being improvements. Syria's Human Development Index ranking has declined (from rank 150 out of 193 in 2021-2022 to 157 in 2023-2024) with indicators such as life expectancy, expected years of schooling, and gross national income stagnating or declining.

Mixed Perception of Effectiveness: 74% of survey respondents see improved living conditions, but skepticism persists, especially among vulnerable groups, suggesting a need for deeper community engagement and more tailored interventions.

Key challenges: Lack of political progress, political constraints, short-term funding cycles affecting sustainability, severe economic constraints, damaged infrastructure, bureaucratic delays, rising costs, security barriers, strained education and health sectors, inadequate data collection systems, overcompliance with sanctions limiting resource mobilization and service delivery.

Importance of Long-Term, Systemic Change: Emphasis needed on empowering women, youth, and marginalized groups to enhance socio-economic resilience.
Strategic Adaptation for Sustainable Development: Focus on long-term resilience, aligning with Sustainable Development Goals (SDGs) to foster sustainable, inclusive recovery and stability for Syria.

Internal Staff Well-Being as a Key Factor: Addressing staff mental health and creating supportive environments are critical for effective operations, as they face immense pressures and challenges.

3 -Efficiency

Resource Utilization: Limited financial resources constrained UNSF's ability to prioritize and implement interventions effectively. Funding gaps persisted, with only an estimated 5% of UN activities classified as purely UNSF-focused, the majority overlapping with HRP funding.

Operational Challenges: Procedural delays, logistical barriers, and sanctions increased costs and slowed procurement, limiting efficiency in delivering critical supplies and services. High operational costs, infrastructure damage, and elevated security measures further strained resources.

Stakeholder Feedback: Negative survey responses highlighted dissatisfaction with timeliness and transparency of resource use, with 37% of donors and NGOs critical of UN processes.

Risk and Transaction Cost Management: Initiatives like the Business Operations Strategy (BOS), shared services, and risk management frameworks helped reduce costs, achieving an estimated $16 million in annual savings.

Coordination and Joint Programming: Fragmentation among donors and implementing partners, hindered coordinated efforts. Joint programmes and shared premises were cited as effective models but require scaling up for greater impact.

Challenges in Targeting Marginalized Groups: Financial constraints limited the integration of gender equality, disability inclusion, and human rights in programming, but 92% UN delivery feature some degree of gender equality and human rights. Gaps in disaggregated data and feedback mechanisms reduced accountability and effectiveness in reaching marginalized groups.

4- Sustainability

Core Focus on Sustainability: Sustainability under the UNSF emphasizes building local capacities, resilience, and self-sufficiency to ensure long-term impacts beyond immediate humanitarian responses - with limited impact due to lack of funding.

Challenges to Sustainability: Short-term, earmarked funding prioritizes immediate needs, limiting flexibility and long-term planning. Political restrictions, economic instability, donor fragmentation, and sanctions create barriers to sustainable programming and capacity-building. Misperceptions of UN impartiality, high turnover of skilled staff, and lack of multi-year funding commitments hinder long-term impacts.

Environmental Sustainability: Initiatives promoting climate-smart agriculture, renewable energy, and water management demonstrated potential, but their scale was limited by funding and operational challenges. Gaps in environmental data and limited access to

certain areas constrained the ability to implement and monitor sustainability-focused interventions.

Opportunities for Improvement: Advocate for multi-year funding to support medium-term planning and resilience-building, complementing the HRP with sustainable interventions. Strengthen partnerships with NGOs, local authorities, and private sector actors to enhance coordination and resource mobilization. Focus on socio-economic stability through sustainable agriculture, enterprise support, and capacity-building for local institutions. Develop a coherent localization strategy and integrate community-driven initiatives, particularly involving women-led organizations, to enhance ownership and impact.

5- Coordination and Coherence

Challenges in UN Coordination: Limited regional coordination and fragmented approaches between UNSF and HRP structures create inefficiencies. Siloed operations, staff shortages, and double-hatting of personnel hinder collaboration. Intentional overlap between HRP and UNSF activities complicates reporting and accountability. Competitive behavior among UN agencies regarding resource mobilization undermines collective impact.

Joint Programming: While joint programmes have demonstrated impact, short project cycles and limited pooled funding restrict their effectiveness and scalability.

Partnerships and Complementarity: The UNSF has promoted stronger partnerships with NGOs, but integration into planning stages remains limited. Coordination with the private sector is minimal, though opportunities exist for partnerships to support infrastructure and SME initiatives. Engagement with donors often lacks transparency and consistent communication, with most preferring bilateral funding over pooled mechanisms.

Role of the Resident Coordinator's Office (RCO): Post-reform, the RCO has strengthened UN coherence and facilitated joint planning, but limited resources constrain its effectiveness. There is a need for more substantive coordination, joint resource mobilization, and advocacy framed around shared priorities.

NGO and Local Engagement: National and international NGOs have limited involvement in UNSF planning, with insufficient capacity-building and short project cycles undermining long-term impact. Greater engagement with local communities, women-led organizations, and diaspora groups is needed for inclusive programming and resilience building.

6- Programming Principles

Integration of Core Principles: The UNSF integrates key principles, including Leaving No One Behind (LNOB), a Human Rights-Based Approach (HRBA), and Gender Equality and Women's Empowerment (GEWE), emphasizing equity, neutrality, and impartiality.

Inclusion and Targeting: While 97% of survey respondents felt the UN effectively reaches vulnerable groups, gaps remain in addressing challenges like gender-based violence, youth unemployment, and disability inclusion.

Gender Equality: Gender equality is mainstreamed, but only 38% of UNSF indicators measure gender quality outcomes. Programming challenges include cultural barriers, limited resources, and leadership commitment to gender equality. While UNFPA has successfully taken on many responsibilities for promoting gender equality in the absence of UN Women, gaps in advocacy and programme coherence on gender equality persist, highlighting the need for strengthened efforts in these areas.

Youth Engagement: Youth are insufficiently engaged in decision-making, civic participation, and programme design. While there exists an UN Inter-Agency Youth Taskforce and the UN engages in many youth initiatives, joint coordination around youth engagement in UN programs could be improved.

Disability Inclusion: Moderate progress in ensuring accessible services for people with disabilities has been observed, but gaps in disaggregated data, infrastructure accessibility, and engagement with organizations of persons with disabilities remain.

Human Rights Integration: Human rights-based approaches are central but constrained by political sensitivities, sanctions, and access limitations. The UNSF supports UPR recommendations, with 189 out of 245 activities contributing to human rights, though gaps remain in advocacy and implementation.

Accountability and Community Feedback: Mechanisms like suggestion boxes and surveys are used, but systematic community involvement in planning and implementation is limited. Data fragmentation and lack of comprehensive disaggregated information impede evidence-based decisions.

Data Collection and Management: Challenges persist in meeting international standards and covering non-government-controlled areas, and the absence of a national digital information system hampers accountability.

Environmental Sustainability Constraints: Efforts exist, but funding and crisis dynamics often shift focus to immediate humanitarian needs, limiting long-term sustainability.

Challenges: Barriers include resource constraints, security risks, logistical issues, and fragmented data systems. Inconsistent application of programming principles limits the impact of interventions.

Recommendations

Recommendation 1: Enhance Sustainability and Community Resilience

Community Engagement and Accountability: As part of an overarching joint localization strategy, strengthen feedback mechanisms to include community perspectives at every stage of the programming cycle. Enhance the effectiveness of Accountability to Affected Populations (AAP) mechanisms through meaningful and documented consultations with stakeholders.

Capacity Building and Sustainability: Jointly build the capacity of local partners and institutions to sustain project outcomes by developing exit strategies and mapping existing UN capacity-building tools and initiatives. Strengthen local vocational and educational centers to enhance resilience and self-sufficiency. Shift from short-term training to long-term mentoring programmes to empower local institutions and entrepreneurs and foster sustainable solutions.

Environmental Sustainability: Integrate environmental sustainability as a cross-cutting theme in all programmes. Equip communities to address climate challenges (e.g., drought, water scarcity) and promote climate adaptation, renewable energy, and sustainable agricultural practices. Focus on sustainable practices such as water management, recycling, and conflict resolution over natural resources to foster resilience and economic recovery.

Recommendation 2: Mainstreaming of Leave No One Behind (LNOB), Gender Equality, and Human Rights

Mainstreaming Core Principles: Continue integrating LNOB, gender equality, and human rights-based approaches (HRBA) into all UNSF programming, prioritizing vulnerable groups such as women, youth, refugees & persons with disabilities. Continue aligning efforts with international standards, including UPR recommendations, and support the establishment of a national human rights institution.

Enhancing Coordination and Coverage: Conduct a gap analysis to ensure comprehensive and non-duplicative coverage of rights-holders by UN agencies. Expand programming on youth engagement, gender equality, and marginalized groups while addressing social norms and risks.

Capacity Building and Data Usage: Strengthen capacity-building for government officials, implementing partners on LNOB, HRBA, and GEWE. Improve collection and use of disaggregated data for better targeting and evidence-based programming.

Advancing Gender Equality: Establish or integrate a dedicated UNSF outcome on GEWE, monitor progress with gender-disaggregated indicators, and allocate budgets and staff for GEWE mainstreaming. Enhance coordination through the Gender Working Group and consider appointing a Senior Gender Advisor.

Strengthening Institutional Processes and Advocacy: Act on SWAP gender scorecard recommendations. Advocate for IOM's return to enhance IDP support. Facilitate structured dialogue on human rights with authorities, leveraging the RC's role for coordination.

Recommendation 3: Strengthen Engagement with NGO, Private Sector, Academia, and Syrian Diaspora

Stakeholder Mapping and Analysis: Conduct a comprehensive mapping of external stakeholders to identify gaps, challenges, and opportunities. Collaborate on UN-led analysis of barriers impacting NGOs, private sector actors, and other partners, and advocate for solutions.

Strengthening NGO Partnerships: Develop a strategic, institutionalized approach to NGO partnerships, including capacity-building, vetting, and collaboration. Promote NGO/INGO consortiums and advocate for vetted partners to operate across multiple projects in all areas.

Enhancing Operational and Financial Support: Simplify collaboration processes with a standard guide, address financial delays, and allow flexibility during emergencies. Advocate to reduce operational barriers for national and international NGOs.

Private Sector Engagement: Develop a private sector partnership strategy focused on public-private collaborations, cross-line supply chains, and leveraging the Syrian diaspora for economic recovery and advocacy.

Recommendation 4:
Increase National Ownership, Political and Operational Space

Unified Advocacy: Develop a unified UNCT advocacy approach under RC/HC leadership, focusing on key issues like accountability, and housing, land, and property (HLP) concerns.

Collaboration with National Authorities: Maintain UN operational neutrality while exploring enhanced collaboration to expand operational space and ensure sustainable actions. Increase national ownership of development initiatives by involving authorities and NGOs in joint UN proposals and results group activities at technical level. Improve coordination among UN agencies to avoid duplication in engagements with line ministries.

Resilience and Sustainability: Advocate for resilience and sustainability in capacity-building, agriculture, water management, renewable energy, returnee support, and

livelihoods. Engage regularly with government counterparts to address operational challenges and expedite interventions.

Inclusive Planning and Data Collection: Involve local authorities, communities, and national NGOs in project planning to ensure locally relevant approaches. Strengthen independent and impartial data collection for evidence-based programming, working with the GoS to enhance data systems.

Recommendation 5: Enhance Joint Programming and Minimize Duplication to Maximize Impact and Facilitate Transition from Humanitarian Aid to Resilience

Strategic Vision and Transition: Conduct strategic reflection exercises, such as visioning and foresight, to establish a clear joint vision for each UNSF pillar, focusing on transitioning from humanitarian assistance to early recovery and resilience-building, while maintaining alignment with HRP priorities and agency mandates.

Joint Programming and Proposals: Develop joint project proposals involving multiple agencies around shared geographic or thematic priorities. These should be supported by a robust Theory of Change, aligned with work plans, and emphasize the UN's macro-level strategic role, leveraging implementing partners for execution.

Efficient Implementation: Promote joint programmes guided by cost-benefit analyses to ensure complementarity among agencies and effective resource use. Seek additional funding from frozen World Bank funds or non-traditional donors, ensuring resilience-building activities align with HRP Strategic Objective 3.

Knowledge Management and Collaboration: Enhance knowledge sharing and best practice documentation across agencies, while providing orientation sessions on UNSF and UN Reform to foster a cross-agency mindset and improve inter-agency collaboration.

Context-Responsive Programming: Ensure programming is informed by a deep understanding of local conditions, adapting interventions to evolving on-the-ground realities for greater relevance and effectiveness.

Operational Efficiency: Continue promoting joint operational approaches through common services, shared premises, and implementation of the Business Operating System (BOS) to streamline operations and reduce overhead costs.

Recommendation 6: Strengthen Resource Mobilization and Advocacy for Early Recovery and Resilience Building, While Maintaining Crucial Humanitarian Response

Securing Flexible Funding: Engage with Member States to secure multi-year funding aligned with the Funding Compact, supporting resilience and recovery while maintaining humanitarian aid. Emphasize compliance with sanctions and donor restrictions.

Demonstrating UN Added Value: Develop a document highlighting the UN's role in resilience-building and area-based localization approaches. Focus on donor priorities like protection, renewable energy, safe environments for returnees, and economic opportunities for disadvantaged groups.

Building Trust and Risk Management: Enhance inter-agency risk mitigation measures and ensure unified UNCT messaging and responses. Strengthen staffing in risk management units (RMUs) and advocate for funding of shared priorities like data collection, climate change, and mine action.

Expanding Resource Mobilization: Explore funding opportunities with non-traditional donors (e.g., BRICS, Gulf countries, private sector, and foundations). Establish a platform for regular dialogue with traditional and new donors, including IFIs.
Enhancing Joint Programming: Mobilize resources for joint programmes selected through cost-benefit analysis, leveraging complementarities among UN agencies. Build expertise on navigating sanction exemptions to avoid disruptions in programme delivery.

Strategic Advocacy: Develop a consistent advocacy narrative linking economic restrictions and reduced assistance to broader regional risks, such as migration and extremism, while promoting investments in early recovery and resilience.

Innovative Communication: Use visual storytelling and advocacy campaigns to demonstrate the transformative impact of multi-year planning and resilience investments. Organize media briefings, donor visits, and virtual field tours to foster engagement and support.

Resourcing Communications: Allocate sufficient financial and human resources to implement a joint communication strategy, ensuring impactful outreach and advocacy at all levels.

Recommendation 7: Strengthen Strategic Positioning of the UNCT in the Next UNSF with a Focus on Sector Integration and Medium-Term Resilience

Next Strategic Framework and Planning: Design a five-year UNSF focused on medium-term resilience and recovery, emphasizing sustainable outcomes. Develop a clear Theory of Change and results framework aligned with HRP and national objectives, combining a minimal narrative with a robust results matrix. Integrate a triple nexus approach to address root causes while maintaining flexibility for overlapping humanitarian and UNSF efforts.

Sectoral Focus and Economic Recovery: Prioritize sectors like agro-industry (SMEs), and supporting infrastructure (e.g., water systems) to foster livelihoods and food security.

Support small businesses, women, female-headed households, and people with special needs through collective economic initiatives. Build programmes focused on environmental solutions, renewable energy, climate change mitigation, and mine action to strengthen donor and GoS trust.

Inclusive Programming and Reporting: Mainstream refugees and IDPs as cross-cutting vulnerable groups while aligning with HRP reporting. Update JWP indicators to focus on outcomes like service quality and inclusivity, using SMART metrics to track progress and ensure interventions target the most vulnerable groups.

Risk Management and Data Collection: Implement a risk management framework addressing sanctions, political changes, and security risks with mitigation strategies with a particular focus on recruitment, procurement and human rights due diligence (HRDD). Enhance data collection with robust baselines, realistic targets, and youth-specific indicators for unemployment, vocational training, and entrepreneurship.

Legal Reforms and Operational Challenges: Advocate for legal reforms to protect refugees, IDPs, and vulnerable groups, ensuring access to essential services, address gender disparities and discriminatory laws. Mitigate financial instability and explore contributions from absent organizations like IOM, UN Women, and IFIs.

Risk-Informed and Resilient Programming: Embed disaster risk reduction (DRR) and prevention into programming, linking humanitarian assistance with resilience-building.

Additional Recommendation: Key Enablers for UNSF Implementation

Staff Well-Being and Capacity: Enhancing staff well-being and mental health should be prioritized as a key enabler for successful UNSF implementation. This includes expanding access to mental health services, establishing a cross-agency welfare committee, and encouraging active participation. Additionally, capacity-building initiatives for UN staff are essential to ensure the effective implementation of the UNSF moving forward.

Evidence-Base: Advocate more strongly with national authorities and donors for high-quality disaggregated data collection and efficient data management across all sectors. This effort should include capacity-building measures and the development of a digital information system to support evidence-based programming and improve monitoring, evaluation, and reporting processes.