

# 2025 UN COUNTRY RESULTS REPORT

## Syrian Arab Republic



# Contents

<b>Foreword by Resident Coordinator .....</b>	<b>3</b>
<b>UN Country Team .....</b>	<b>4</b>
Resident Agencies .....	4
Non-Resident Agencies .....	4
<b>UN Key Partners of the UNCT in the country .....</b>	<b>6</b>
<b>Chapter 01: Key developments in the country and regional context .....</b>	<b>8</b>
<b>Chapter 2: UN system response to needs of people in Syria through the Strategic Framework .....</b>	<b>10</b>
2.1. Overview of Strategic Framework Results:.....	10
2.2. Strategic Framework Outcomes.....	14
Pillar 1: Availability and Access to Basic and Social Services .....	14
Pillar 2: Sustainable Socio-Economic Recovery.....	20
Pillar 3: Enabling environment for a resilient return.....	25
Pillar 4: People resilience and institutional responsiveness .....	29
2.3. Partnerships for resilience to leave no one behind .....	32
2.4. Results of the UN working more and better together: UN coherence, effectiveness and efficiency .....	33
Common Premises:.....	33
Business Operations Strategy (BOS): .....	33
2.6. Financial Overview and Resource Mobilization .....	34
2.6.1. Financial Overview .....	34
2.6.2. Resource mobilization .....	35
<b>Chapter 3: UNCT key focus for next year.....</b>	<b>36</b>

# Foreword by Resident Coordinator



The year 2025 marked a turning point for the United Nations' collective engagement in Syria. As the country continues its transition from a protracted crisis toward recovery, reconstruction and sustainable development, the UN in Syria intensified its efforts to deliver coherent, aligned, and needs-driven support to the people of Syria. Our work in 2025 builds on growing national momentum toward stability, strengthened institutions, and expanded access to essential services. These trends are reflected in the 2025 Common Country Analysis, the draft national Recovery Plan and the recently released "Statement of Recovery Priorities for International Cooperation".

Throughout 2025, the UN Country Team focused on strengthening systems that restore dignity and empower communities to rebuild their lives. Significant progress was achieved across multiple sectors ranging from the rehabilitation of critical health and civil registry facilities to the expansion of food assistance, improvements in access to safe water, and advances in durable solutions for displaced populations. [The UNCT monthly newsletters](#) in 2025 also documented several tangible results, such as the reopening of health facilities in Ma'arrat An Nu'man, the scale-up of emergency food assistance in As-Sweida, strengthened disability-inclusion initiatives, and the launch of major infrastructure investments.

Notably, the Zibdeen Wastewater Treatment Plant is now supporting livelihoods and agricultural recovery for tens of thousands of people, in rural Damascus.

As we present the 2025 Annual Country Results Report, I would like to express my sincere gratitude to UN colleagues working on the frontlines and supporting communities every day. This report reflects their dedication and hard work. I also extend my appreciation to the Government of Syria for its leadership in guiding and facilitating our efforts. Equally, I am deeply grateful for donors, NGOs and partners for their continued collaboration in advancing the aspirations of the Syrian people.

**Nathalie Fustier**

UN Resident & Humanitarian Coordinator a.i.  
Syrian Arab Republic

# UN Country Team

## Resident Agencies

Organizations	Representative
FAO	Pirro Tomaso Perri
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UNRWA	Amany Michael-Ebye
UNICEF	Meritxell Relaño Arana
UNDSS	Saleh Tembo
UNDP	Mohammed Mudawi
UNHCR	Aseer Al-Madaien
UN-HABITAT	Hiroshi Takabayashi
UNIDO	Hanan Hanzaz
UNMAS	Joseph McCartan
UNOPS	Muhammad Usman Akram
OCHA	Oscar Chavez
UNFPA	Enshrah Ahmed
WFP	Marianne Ward
OSE-Syria	Tareq Talahma
WHO	Asmus Hammerich
OHCHR	Huma Khan
UN Women	Ajay Madiwale
UNV	Yeran Kejjian
UNIC	Cynthia Khoury
ITU	Adel Darwish
UNTSO	Claudio Angelini
ITC	Eman Beseiso

## Non-Resident Agencies

Organizations	Representative
IFAD	Tawfiq El-Zabri
UN ESCWA	Karim Khalil
UNEP	Sami Dimassi
UNESCO	Paolo Fontani
UNODC	Cristina Albertin

## Acronyms

<b>BOS</b>	Business Operations Strategy
<b>CSOs</b>	Civil Society Organizations
<b>EOD</b>	Explosive Ordnance Disposal
<b>FAO</b>	Food and Agriculture Organization
<b>GBV</b>	Gender-Based Violence
<b>HLP</b>	Housing, Land, and Property
<b>HRP</b>	Humanitarian Response Plan
<b>IFAD</b>	International Fund for Agricultural Development
<b>ILO</b>	International Labour Organization
<b>INGOs</b>	International Non-Governmental Organizations
<b>IOM</b>	International Organization for Migration
<b>LNOB</b>	Leave No One Behind
<b>MoH</b>	Ministry of Health
<b>NNGOs</b>	National Non-Governmental Organizations
<b>OCHA</b>	United Nations Office for the Coordination of Humanitarian Affairs
<b>OHCHR</b>	Office of the United Nations High Commissioner for Human Rights
<b>OSE-Syria</b>	Office of the Special Envoy for Syria
<b>RMPS</b>	Resources Mobilization and Partnerships Strategy
<b>SDG</b>	Sustainable Development Goals
<b>UN</b>	United Nations
<b>UN ESCWA</b>	United Nations Economic and Social Commission for Western Asia
<b>UN-HABITAT</b>	United Nations Human Settlements Programme
<b>UNCT</b>	United Nations Country Team
<b>UNDP</b>	United Nations Development Programme
<b>UNDSS</b>	United Nations Department of Safety and Security
<b>UNEP</b>	United Nations Environment Programme
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>UNFPA</b>	United Nations Population Fund
<b>UNHCR</b>	United Nations High Commissioner for Refugees
<b>UNICEF</b>	United Nations Children's Fund
<b>UNIDO</b>	United Nations Industrial Development Organization
<b>UNMAS</b>	United Nations Mine Action Service
<b>UNODC</b>	United Nations Office on Drugs and Crime
<b>UNOPS</b>	United Nations Office for Project Services
<b>UNRWA</b>	United Nations Relief and Works Agency
<b>UNSF</b>	United Nations Strategic Framework
<b>WASH</b>	Water, Sanitation, and Hygiene
<b>WFP</b>	World Food Programme
<b>WHO</b>	World Health Organization

# UN Key Partners of the UNCT in the country

In 2025, the UN in Syria continued advancing the recovery agenda through a diversified and context-responsive partnership landscape. The shifting political context in late 2024, combined with the global Humanitarian Reset and the UN 2.0 transformation initiative, created space for renewed engagement and more strategic collaborations. Through its field hubs, the UN system maintained close proximity to communities, enabling partnership modalities that are flexible, locally grounded, and responsive to emerging needs.

A core priority remains supporting the Government of Syria in fulfilling its responsibilities as duty bearer. The UN works closely with the Ministry of Foreign Affairs and Expatriates to oversee implementation of the United Nations Strategic Framework. Collaboration with key line ministries continues to ensure that UN-supported programmes are aligned with national priorities and contribute to improved service delivery for the most vulnerable.

NGOs and civil society organizations (CSOs) remain the UN's primary implementing partners. Their deep community presence, strong operational agility, and ability to reach marginalized populations are central to delivering humanitarian, resilience, and early recovery assistance.

The evolving operational environment in Syria also enabled broader engagement with donors and development partners. Bilateral contributions, both from traditional donors and emerging non-traditional partners, remained the primary source of financing for UN operations. In line with the Funding Compact, the UN is increasingly advocating with partners for flexible and predictable funding to significantly enhance coherence and impact.

At the same time, new avenues of collaboration have opened with multilateral development banks and international financial institutions (IFIs) whose contributions are crucial in expanding coverage to vulnerable and marginalized groups. Their growing presence in Syria, including the establishment of in-country offices, marks an important shift toward more integrated development-oriented interventions.

The relaxation of restrictions has also created emerging opportunities for private-sector partnerships to leverage market-based solutions for recovery and livelihood support. The easing of sanctions is expected to facilitate the private sector's recovery and resilience efforts.



Back to Homs, Broom in Hand: Returnees Take the Lead in Community Cleanup ©UNCTSyria



# Chapter 01:

## Key developments in the country and regional context <sup>1</sup>

Syria enters 2025 at an important moment in its transition. The country continues to face the impact of fourteen years of crisis, yet there are emerging openings for recovery. Renewed regional and international engagement as well as improved security conditions have created space for dialogue, economic cooperation, and early steps toward nationally-led recovery. These developments offer opportunities to strengthen stability, reconnect Syria with international systems, and support progress toward the 2030 Agenda.

At the same time, humanitarian and development challenges remain severe. Poverty still affects a large portion of the population. The return trends of Syrians from the region continues at scale reaching 1.33 m from 08 December 2024 to 31 December 2025, with majority in need of humanitarian support. Among Palestine Refugees 30 percent of whom remain in a state of protracted displacement, poverty reaches ninety percent. Unemployment and lack of livelihoods continue to drive vulnerability, with youth unemployment exceeding fifty percent and young women facing unemployment rates as high as seventy-four percent. The Syrian pound has sharply depreciated, inflation remains high at around fifty percent, and public revenues have fallen from twelve percent of GDP in 2019 to 6.4 percent in 2023.

Basic services remain under significant strain. Only fifty-seven percent of hospitals and thirty-seven percent of primary health-care centers are fully functional. The doctor-to-population ratio has worsened from one per seven hundred in 2010 to less than one per two thousand in 2025. Education continues to be disrupted, with 2.4 million children out of school and forty percent of schools non-operational. Water scarcity is acute, with per-capita renewable water resources at only 675 cubic meters annually, well below the water-poverty threshold. Half of sewerage systems are non-functional, and seventy percent of wastewater is untreated. Electricity generation has decreased by sixty-six percent, disrupting homes, services, and economic activity.

Housing, land, and property issues remain a major barrier to durable solutions. Thirty-one percent of Syria's housing stock, or 1.32 million units, has been damaged or destroyed. More than 328,000 dwellings are uninhabitable, limiting safe returns and community recovery. Large areas remain contaminated by explosive ordnance, restricting access to land and services and hindering UN agencies and organizations from implementing humanitarian assistance programmes.

Protection concerns continue, including civil documentation barriers, gender-based violence, child protection risks and psychological distress and emotional harm,

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<sup>1</sup> All figures presented in the "Key Developments in the Country" section are sourced from the Common Country Analysis (CCA). Available for download at: [Syria Document on UNINFO.org](https://www.uninfo.org/syria)

compounded by limited availability of resources and social and health services to support those in need. An estimated seventeen percent of people in need are persons with disabilities, and around 100,000 individuals remain missing or forcibly disappeared.

Climate and environmental pressures exacerbate needs. Groundwater depletion affects eighty-five percent of the country, while drought and water scarcity are reducing agricultural production and increasing food insecurity. Micro and small businesses, previously contributing sixty percent of GDP, now contribute only thirty percent, with thirty-five thousand small businesses closed after the 2023 earthquake. These pressures undermine livelihoods and slow economic recovery.

Despite these challenges, Syria's recovery prospects improve when political stabilization, institutional reform, and economic engagement advance together. Strengthening basic services, improving living conditions, and building trust between communities and institutions are essential for accelerating progress toward sustainable development. The UN continues to adapt its support to evolving needs, prioritizing inclusive governance, essential services, climate resilience, and durable solutions for displaced populations, while ensuring that no one is left behind.

# Chapter 2:

## UN system response through the Strategic Framework

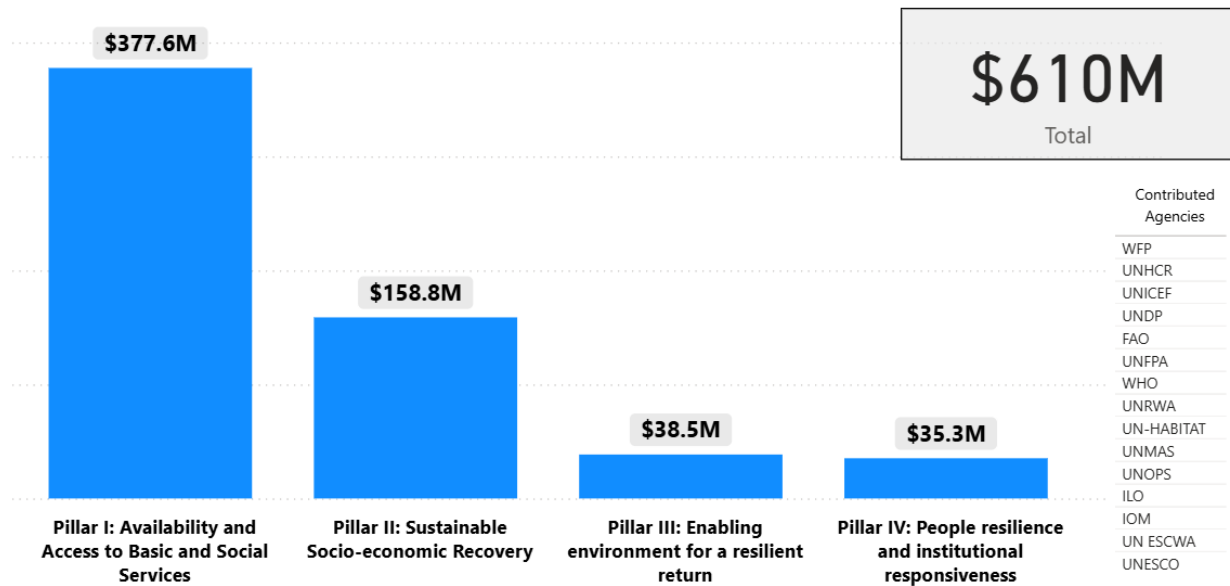
### 2.1. Overview of Strategic Framework Results:

In 2025, the United Nations Strategic Framework (UNSF) in Syria guided coordinated efforts across four key areas to enhance resilience and essential service delivery amid persistent challenges.

1. **Pillar 1: Availability and Access to Basic Services** focused on rehabilitating infrastructure, improving access to education, healthcare, nutrition, and water and sanitation services, and addressing urgent needs, particularly following natural disasters.
2. **Pillar 2: Sustainable Socio-Economic Recovery** supported economic stabilization and environmental resilience by revitalizing agriculture, restoring food systems, promoting entrepreneurship, boosting social protection, and expanding employment opportunities.
3. **Pillar 3: Enabling Environment for a Resilient Return** aimed to facilitate the voluntary and dignified return of displaced populations through legal support, secure housing, and community reintegration initiatives.
4. **Pillar 4: People Resilience and Institutional Responsiveness** emphasized gender equality, child protection, social cohesion, and climate adaptation, inclusive and efficient food systems and agriculture production, strengthening community resilience, evidence, and institutional capacity.

Together, these pillars not only addressed urgent humanitarian needs but also laid the foundation for long-term recovery, ensuring a comprehensive and sustainable response to Syria's evolving crisis.

### 2025 Total Expenditures per Pillar



# 4.6 million people

**Benefited from UN supported services including:**



Quality health and nutrition services, through functional facilities.



Improved water, sanitation, and hygiene (WASH) systems and services.



Enhancing access to civil infrastructure and housing for resilience and security.



## More than 3.4 million Children

supported to enrol in formal & non-formal education



Over **162,000 Households** received productive infrastructure and assets for sustainable food production



**48 Health and WASH Facilities** refurbished and rehabilitated.



**675 Classrooms** benefitted from repair or rehabilitation



About **217 KM of roads** repaired including lighting



About **20 million consultations**, encompassing psychosocial support, were delivered through public health facilities and hospitals. This includes outpatient consultations and mental health services provided by national NGOs



With support from Gavi, delivers refrigerated trucks to boost Syria's vaccine cold chain © UNCTSyria

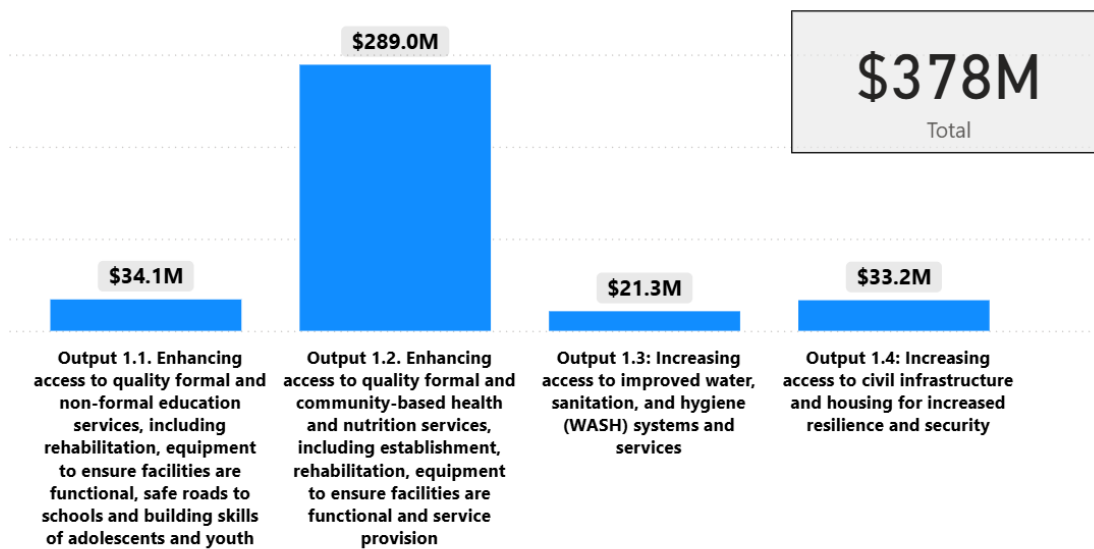


## 2.2. Strategic Framework Outcomes

### Pillar 1: Availability and Access to Basic and Social Services

In 2025, the UN worked with Syria’s government and partners to expand access to basic services and boost resilience. Efforts led to progress in education, healthcare, water and sanitation, and community safety.

2025 Expenditure under Pillar 1



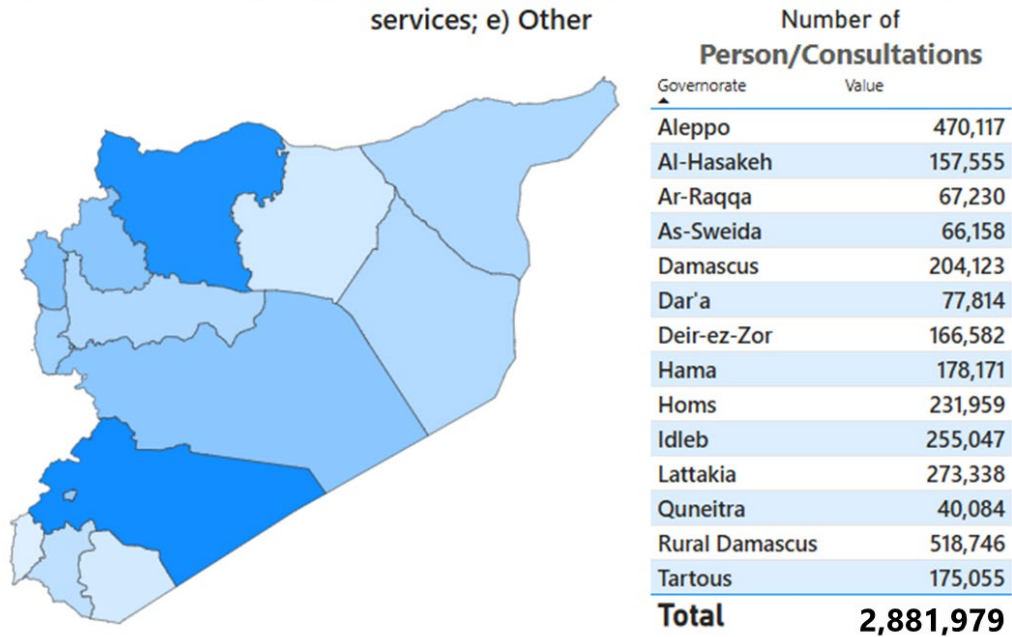
Health programs-maintained coverage despite challenges, providing primary, secondary, maternal, newborn, and trauma care. Medical supply distribution and staff training strengthened local health capacities, while expanded mental health support addressed vulnerability.

#### Over 1800 patients receive care in first week as Ma’arrat An Nu’mān health facility reopens

A rehabilitated health centre reopened, restoring vital medical services and providing 1,800 consultations in its first week for returning populations.

[Read More](#)

1.2.4 Number of people benefitting from UN supported health services: a) Communicable diseases; b) Non-communicable diseases (NCD); c) Sexual and reproductive health (SRH); d) Integrated management of childhood illnesses services; e) Other



In education, safe school standards were updated, teachers received targeted training, and both formal and non-formal learning options, including remedial and vocational programmes, supported continuity for children affected by crisis.

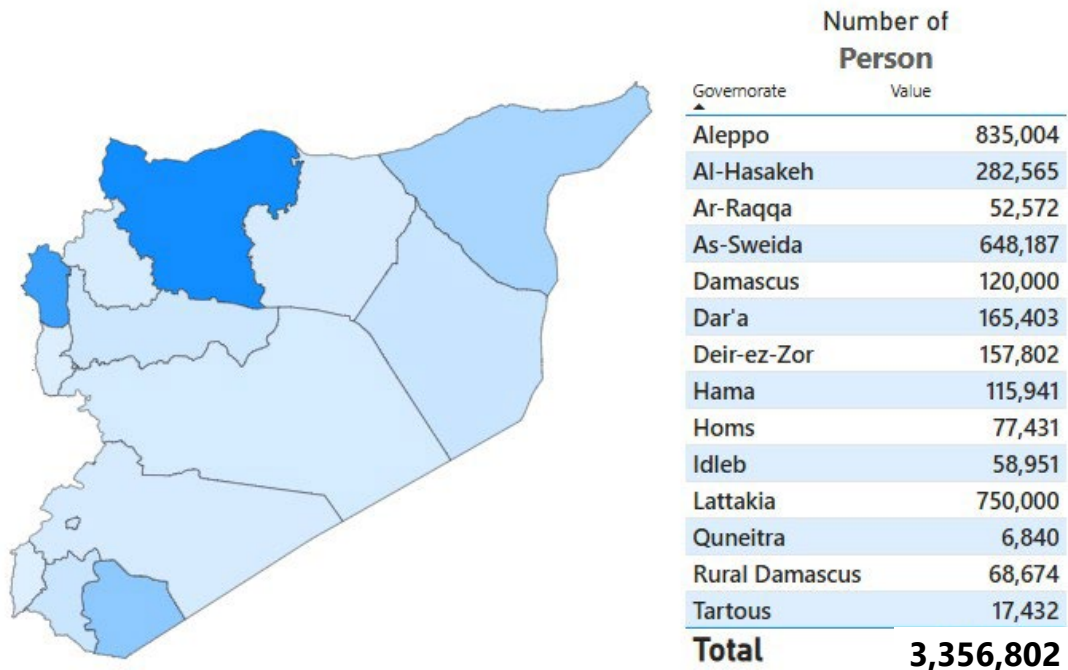
Germany and UN Inaugurate School in Rural Damascus

Saqba Middle School was rehabilitated, providing 840 students with an inclusive learning environment, modern classrooms, labs, and a library.

[Read the full story](#)

Water and sanitation networks were restored in hardest-hit communities, improving household and facility utility reliability. Emergency water trucking and hygiene kits reduced immediate disruptions; authorities’ skills were upgraded through technical training and data-driven management.

### 1.3.3 Number of people reached with at least basic drinking water services that are safe and available when needed with UN support



### Safe Schools Project in Syria

UN piloted minimum standards for safe, inclusive schools, offering actionable guidance on school infrastructure, child protection, and psychosocial support in emergencies.

[Read More](#)

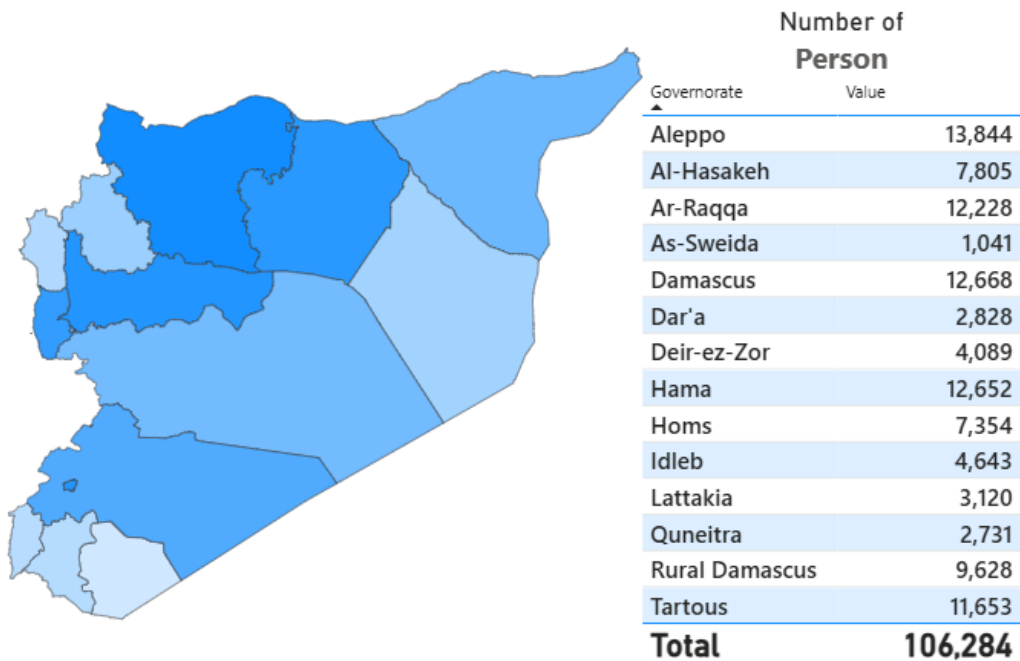


### Sweden, UN, and the Ministry of Health Signed Agreement to Strengthen Maternal Health Services

A USD 2.75 million agreement was signed to enhance midwifery education and ensure quality, respectful, and skilled maternal and newborn care.

[Watch More](#)

#### 1.1.4 Number of people directly benefiting from improved access to skills and lifelong learning programmes, developed and implemented with UN support



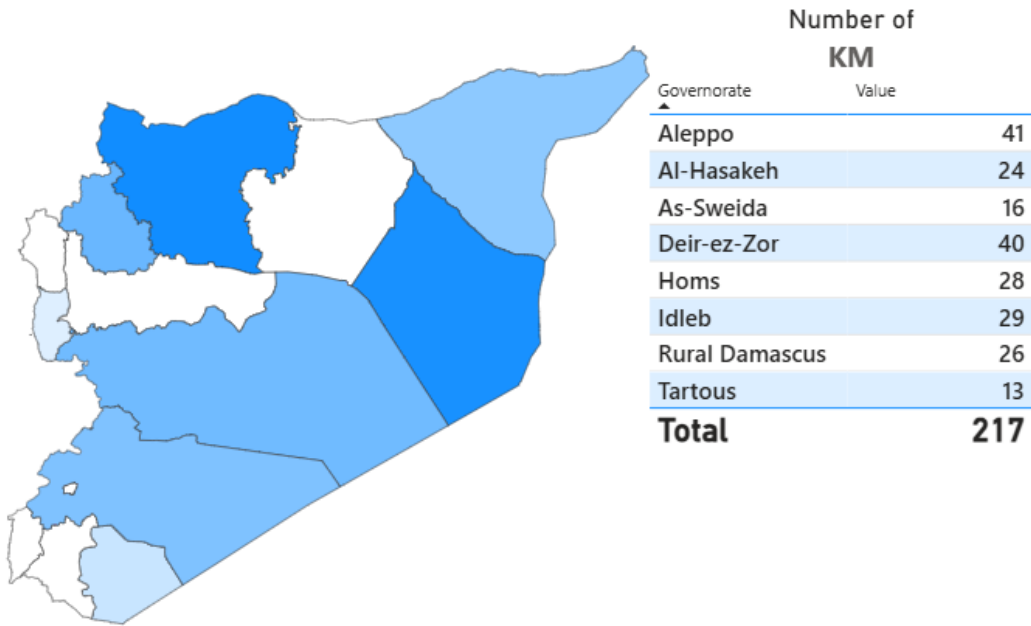
### UN Works in Syria providing a lifeline to Palestine Refugees

UN continues to deliver vital humanitarian assistance, relief, and core services—including healthcare and education—to 420,000 Palestine Refugees across Syria.

[Watch the video](#)

The effective delivery of basic services remained challenging. Severe funding shortfalls restricted the scale of required infrastructure rehabilitation and limited the procurement of critical operational supplies, thereby straining the capacity to meet expanding community needs.

1.4.1 Number Km of roads repaired (including lighting)



Responding to wildfires in Syria’s coastal region

UN and partners delivered urgent water, fuel, healthcare, and psychosocial support to protect children and families affected by wildfires.

[Watch the video](#)

Moving forward, the UN will prioritize enhancing the structural resilience and quality of basic services in areas affected by protracted crisis. Strategic focus will remain on the sustainable restoration of vital infrastructure, the expansion of inclusive service delivery frameworks, and the continuous enhancement of national institutional capacities to safeguard long-term community well-being.



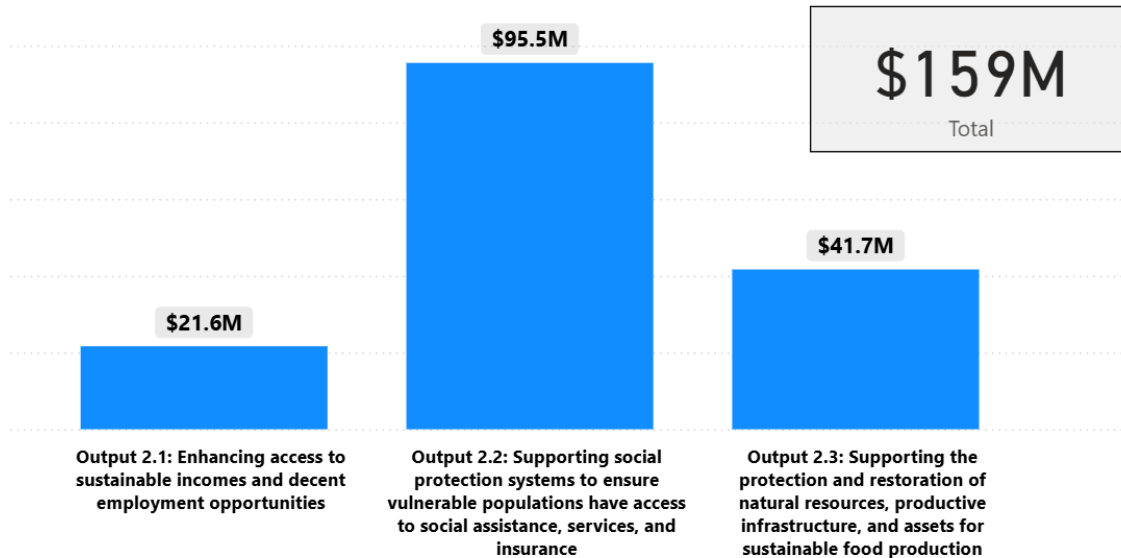
Empowering Ability: Building Disability-Inclusive Livelihoods in Syria © UNCT Syria



## Pillar 2: Sustainable Socio-Economic Recovery

In 2025, the UN advanced the foundations of sustainable socio-economic recovery by strengthening livelihoods, expanding inclusive social protection frameworks, and rehabilitating critical economic infrastructure.

### 2025 Expenditure under Pillar 2



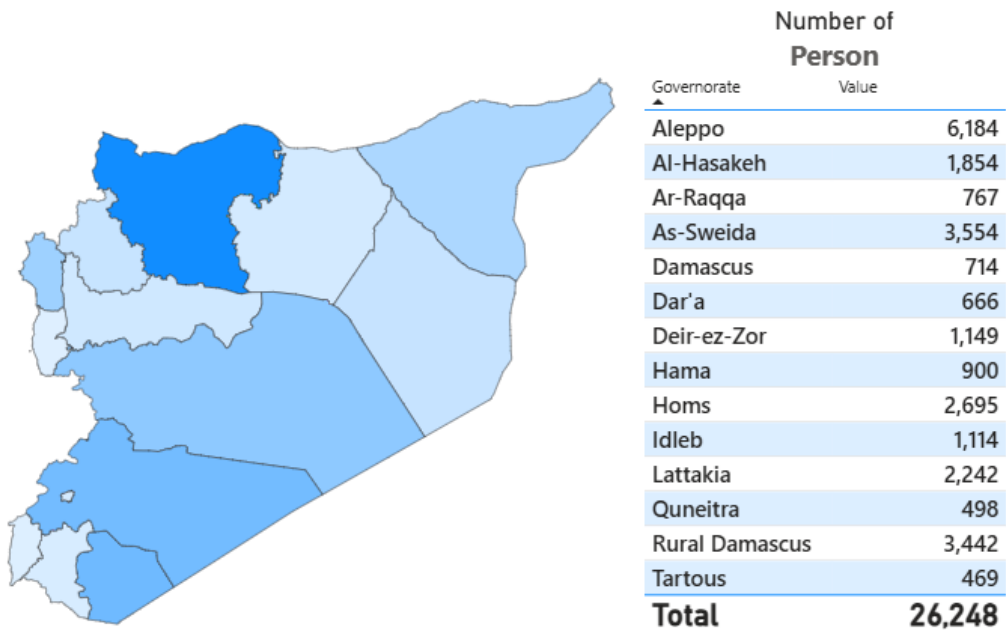
To ensure effective results monitoring and targeted impact, technical assistance was provided to national social protection structures, improving data systems and administrative capacities. Concurrently, cash-based transfers delivered vital relief to vulnerable households, specifically those facing displacement or disability, mitigating the severe impacts of market volatility.

### Climate-Resilient farmer field schools revive agriculture in Eastern Ghouta

This joint UN initiative established farmer field schools to help smallholders adapt to climate challenges, revitalizing agriculture and sustainable food systems.

[Read More](#)

2.1.1 Number of people benefiting from income generating activities with UN support



Livelihood programming catalysed enterprise recovery and employment generation. Through market-linked vocational training and micro-enterprise grants, youth, women, and returnees successfully re-entered the active workforce. Strategic investments in commercial corridors and small-scale economic infrastructure revitalized local markets, fostering resilient community-level economic ecosystems. Integrated psychosocial outreach and disability-inclusive programming ensured that economic recovery mechanisms remained equitable and protective for all demographic groups.



**From skills right now to work-life ready: Zahraa’s journey towards a brighter future**

Through digital skills training at a youth-friendly space, a young woman gained tech knowledge, confidence, and purpose to build a career.

[Read More](#)

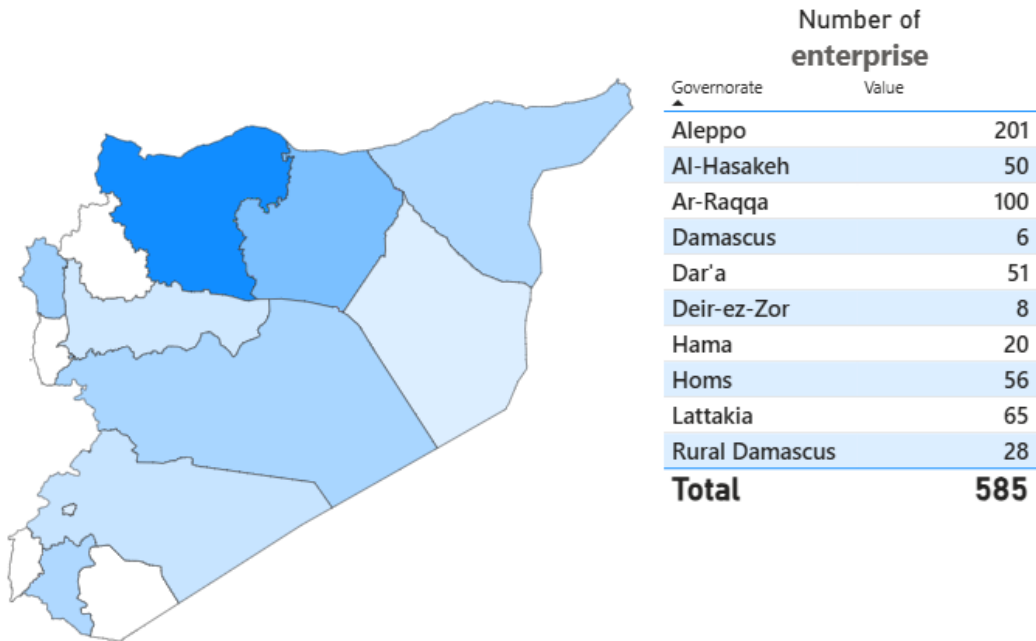


## Empowering Futures: Damascus Training Centre Links Skills with Opportunity

A vocational forum united 38 public and private institutions to connect students with employers, taking a systems approach to expanding youth employment and workforce integration.

[See more](#)

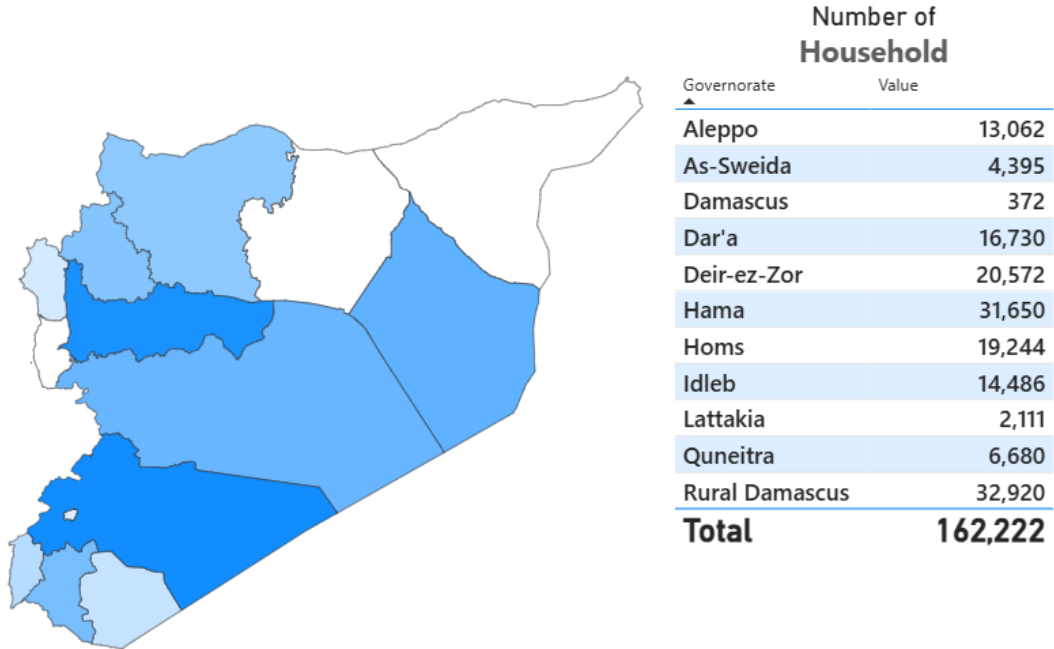
### 2.1.2 Number of MSMEs supported with grants



Furthermore, agricultural and food system recovery constituted a core operational priority. The UN rehabilitated essential irrigation networks, wells, and wastewater treatment facilities to combat climate-induced shocks and restore production capacities. Complementary interventions empowered smallholder farmers and livestock breeders with climate-smart technologies, agricultural inputs, and veterinary services. These strategic inputs demonstrably increased local yields and promoted sustainable resource management across affected regions.

Socio-economic stabilization efforts encountered systemic barriers primarily driven by severe liquidity shortages and acute market volatility. Additionally, recurrent climate shocks and persistent funding deficits constrained the optimal scaling of agricultural initiatives and delayed the broader rehabilitation of local economic infrastructure.

### 2.3.2 Number of households who received agricultural inputs and training



#### Launch Bakery Rehabilitation Works to Boost Bread Security

Bakery rehabilitation works commenced to improve bread production capacity, create jobs, and boost food security for 1.4 million people.

[Watch More](#)

The UN will prioritize the expansion of climate-resilient agricultural practices and the development of inclusive financial service pathways for vulnerable populations. The UN will also focus on strengthening comprehensive social protection data systems and upgrading local market infrastructure, ensuring that communities possess the necessary tools to sustain equitable and long-term economic recovery.

العائدون السوريون  
Syrian Returnees

سائقون  
DRIVERS

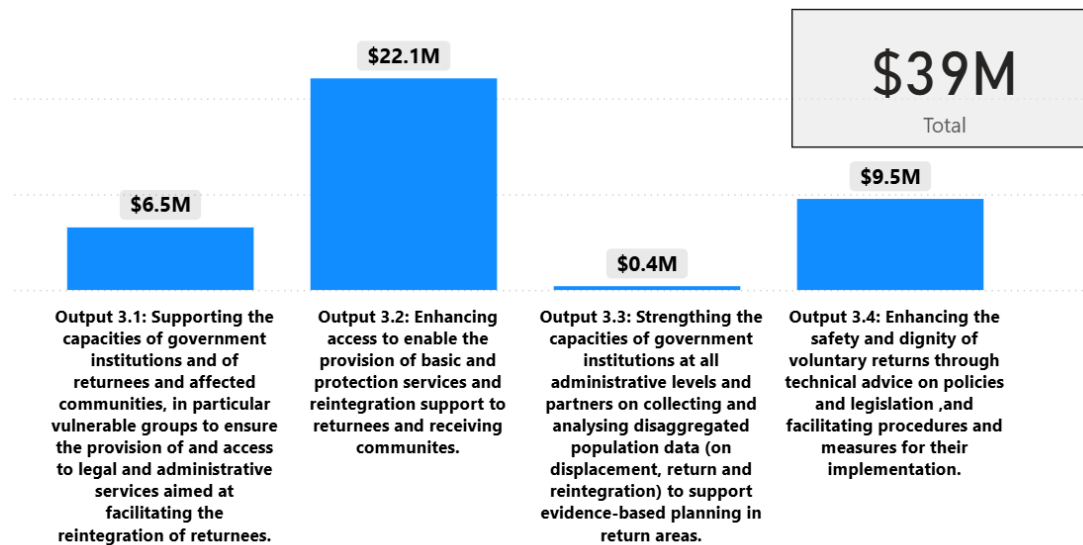
A million Syrians have returned home, but  
more support needed © UNCTSyria



## Pillar 3: Enabling environment for a resilient return

In 2025, the UN launched strategic interventions to enable safe, voluntary, and durable population returns. Efforts included improving legal protections, expanding civil documentation access, and gathering demographic data for local recovery.

### 2025 Expenditure under Pillar 3



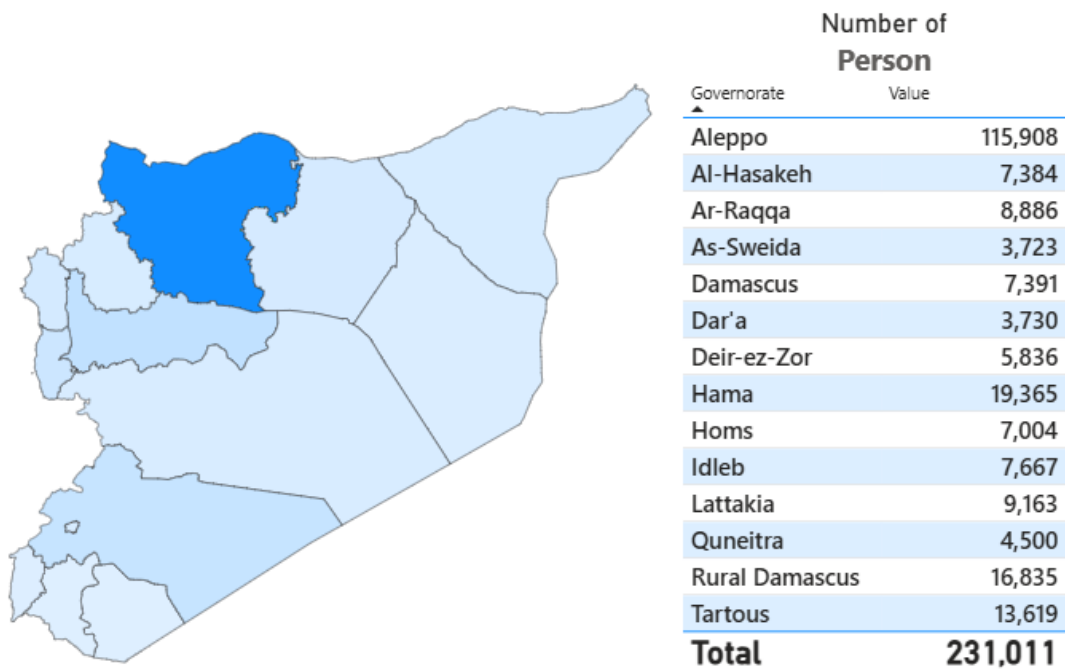
The UN provided legal counselling and administrative support to returnees. Public institutions’ capacities were restored by rehabilitating and equipping civil registry, cadastral and immigration offices, including through the installation of solar power. Digitizing land systems and documenting property claims secured tenure and reduced disputes. Legal aid was provided to support vulnerable refugees, returnees, IDPs and host communities to access their documentation and HLP rights.

### The newly rehabilitated civil registry Office in Ain Albayda, Rural Latakia

The office now serves around 130,000 people across the northern countryside of Latakia Governorate, covering Ain Al-Bayda, Qastal Maaf, and Rabea’a.

[Read More](#)

### 3.1.1 Number of people reached with legal assistance including civil documentation and HLP issues



Urban reintegration advanced through damage assessments in major cities, supplying data to guide municipal investment and highlight risk zones. Training for border authorities and the new Returnee Office improved coordination and monitoring of movement.

Community protection focused on reducing risks posed by explosive ordnance through the provision of risk education to returnees, local communities, and humanitarian workers in high-return areas.

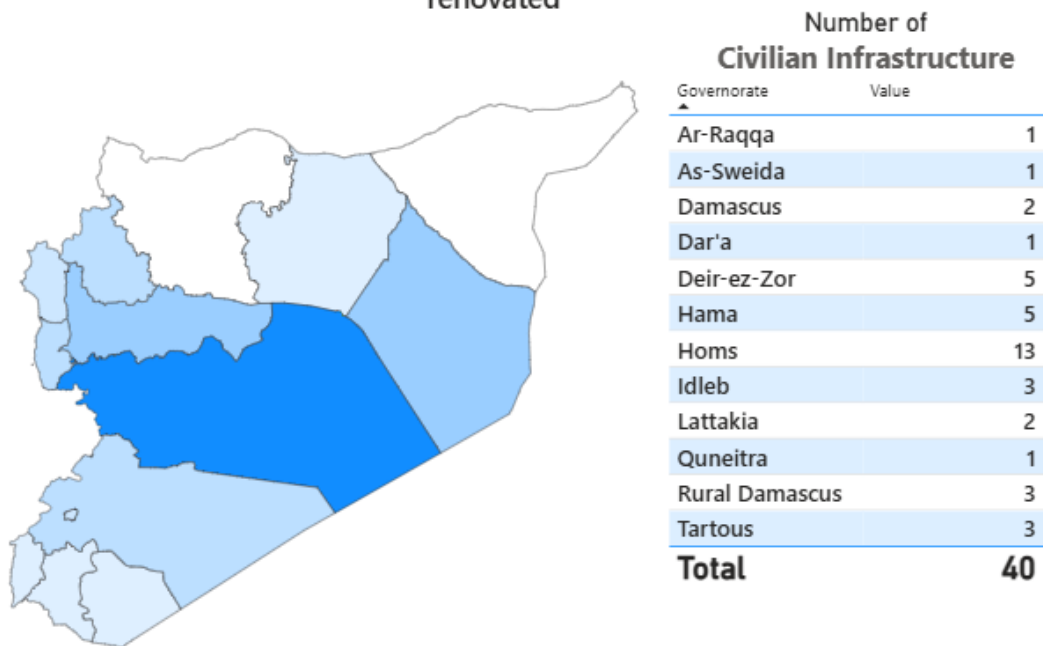
Disaster preparedness improved as municipalities like Aleppo and Homs adopted risk reduction plans and received volunteer training. Urban Information System units and standard damage assessment methods supported data-driven, coordinated reconstruction guided by accurate information.

#### Shelter Repair Project helps Emad rebuild his life in Yarmouk, Syria

This shelter repair initiative assesses and rehabilitates severely damaged homes, providing secure housing and enabling a safe, dignified return for displaced Palestine Refugees.

[Read More](#)

**3.1.4 Number of critical civilian infrastructure (civil registries, civil affairs, cadastral offices, one window, immigration departments) supported or renovated**



Sustainable returns were hindered by limited funding, administrative delays, and complex property and documentation issues. Displaced populations faced obstacles to reintegration, with public service closures restricting access to legal and administrative support.

The UN will focus on expanding legal aid, continuing to enhance institutional capacity, digitizing civil and land records, strengthening local governance, and promoting coordinated municipal planning to support dignified reintegration.



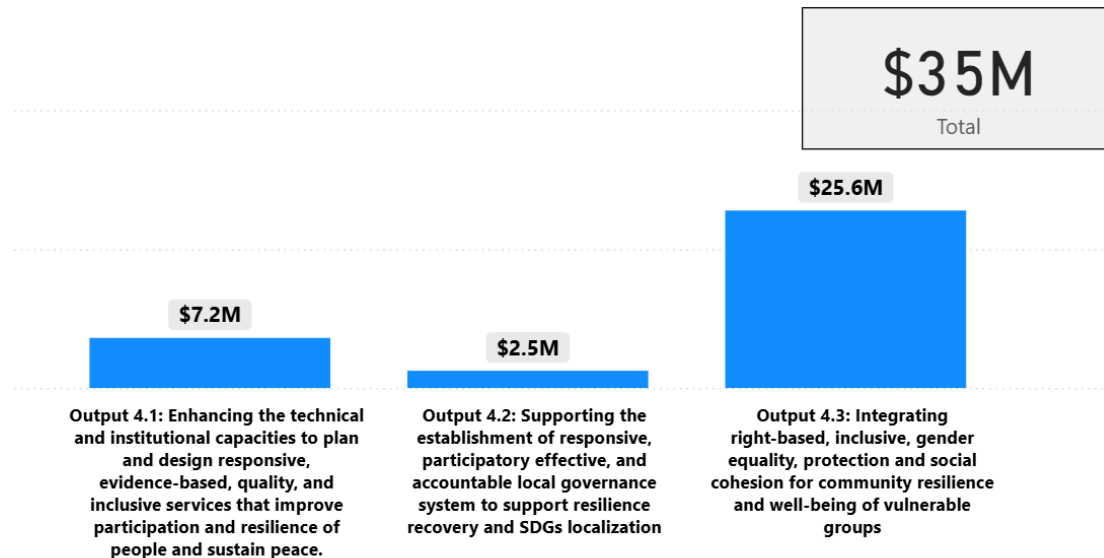
A safe place to heal and grow  
©UNCTSyria



## Pillar 4: People resilience and institutional responsiveness

In 2025, the UN helped strengthen national systems for resilience, governance, and social stability. Their efforts improved planning, modernized public services, and advanced frameworks for social inclusion.

### 2025 Expenditure under Pillar 4



The UN provided technical support for a population census and launched digital platforms to leverage Syrian expatriate expertise in national recovery. Local governance grew more inclusive through participatory planning and targeted capacity-building for municipal authorities, while legal awareness and access to justice for returnees increased.

### Syria Signs Memorandum of Understanding for Multiple Indicator Cluster Survey

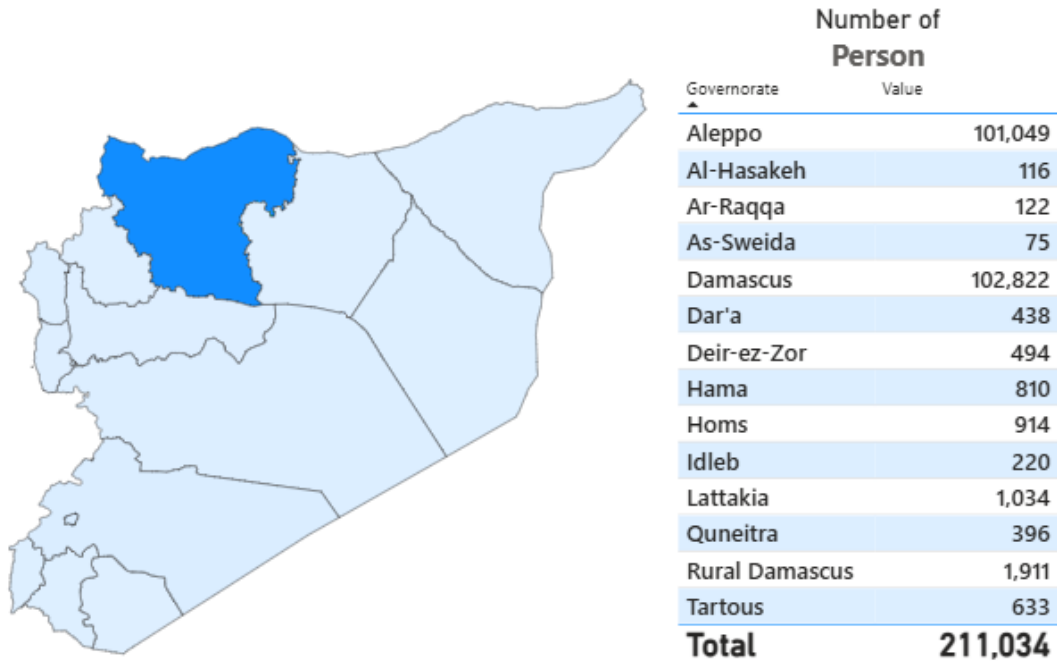
Syria and UN launched the first national cluster survey in 20 years to generate vital evidence guiding policies for women and children.

[Read More](#)



Public service institutions were strategically upgraded: health initiatives included a new National Strategic Health Plan and updated immunization strategies; education saw the introduction of a management information system roadmap and resumed exams in Northeast Syria; early childhood and teacher training frameworks improved educational coherence.

**4.1.1 Number of technical staff with enhanced capacities at national/sub-national level**



Child and social protection were reinforced via enhanced case management, restorative justice, birth registration, and policies for youth and disability inclusion, ensuring equitable access to services.

Environmental and utility resilience benefited from solar-powered water solutions and strengthened reporting systems, improving local capacities to manage climate risks.

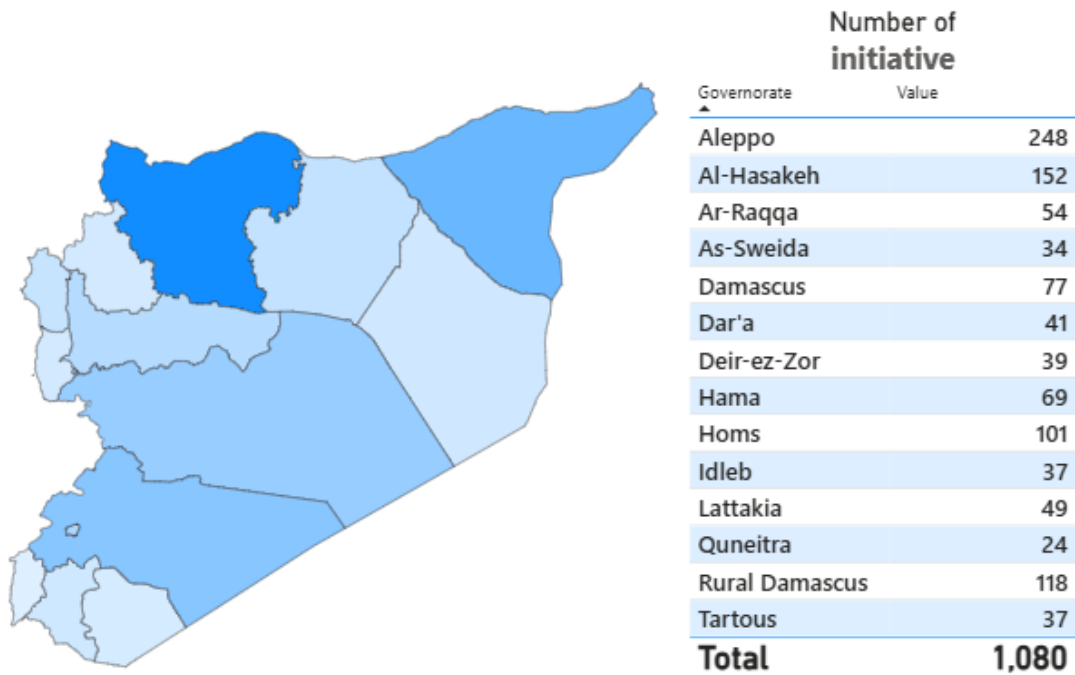


**Humanitarian personnel trained on Explosive Ordnance risk education**

UN trained local facilitators across Syria to deliver life-saving explosive ordnance risk education, strengthening local institutional capacity and protecting communities.

The advancement of systemic institutional reforms faced persistent constraints due to severe funding limitations and complex administrative bottlenecks. Additionally, the sheer scale of national reconstruction needs frequently outpaced the existing operational capacities of local governance structures, thereby slowing the implementation of broader multi-sectoral recovery plans.

#### 4.3.2 Number of community-based initiatives and community-based protection structures supported



### UN Syria and National Authorities Outline Strategic Drought Response Plan

UN convened experts and government officials to strengthen cross-sectoral coordination and institutional response systems, developing a unified national plan to tackle severe drought impacts.

[Read More](#)

Future programming will focus on sustaining critical institutional reforms and deepening the technical capacity of local governance mechanisms, while continuing to support communities and their inclusive participation. The UN will prioritize the expansion of inclusive public service systems and the continued integration of evidence-based planning tools to advance national priorities for sustainable recovery and long-term institutional resilience.

## 2.3. Partnerships and financing the 2030 Agenda

Throughout the reported period, the United Nations in Syria has maintained broad partnership to advance the 2030 Agenda under challenging conditions. The Government of Syria remained a main partner for the UN. The Statement of Recovery Priorities published in March 2026 for International Cooperation provides a policy vision for the country's transition. It will also serve as the basis for developing the UNSDCF 2027–2030. The Joint Steering Committee, co-chaired by the Resident Coordinator and the Ministry of Foreign Affairs and Expatriates, continues to ensure alignment, accountability, and coherence in UN programming across the current UNSF and the formulation of the new UNSDCF.

The UN also works with a wide network of national NGOs, international NGOs, and civil society organizations. Many UN agencies depend on these partners for programme implementation. In 2025, and funded by Women Peace Humanitarian Fund, UN expanded partnerships with women-led NGOs to enhance women's safety, legal protection, and access to services, while UN also relied on women-led organizations to support peacebuilding initiatives in complex settings such as repatriation processes, IDP reintegration, and refugee return contexts.

In addition, the UN strengthened partnerships with the private sector to stimulate recovery, reinforce value chains, and expand livelihood opportunities. In 2025, the UN supported joint private-sector assessments, industrial recovery planning, resource mobilization, and jointly designed programming. Emphasis remained on fostering inclusive and locally rooted private-sector leadership capable of driving job creation, community resilience, and economic stabilization. Growing interest from Gulf countries and European partners in Syria's industrial rehabilitation and enterprise revival created new opportunities for scaling up investment-oriented initiatives and leveraging private capital for early recovery.

Various donors supported UN operations in Syria, increasingly directing support toward resilience and humanitarian-development-peace (HDP) nexus programming. The most notable example is the UN Joint Programme to Build Urban and Rural Resilience (JP 2.0), focusing on rehabilitating essential basic services and supporting livelihoods. Another key UN initiative is the Nexus Response Mechanism (NRM) programme, funded by the European Union, which aims to strengthen resilience, security and sustainable development in Syria by restoring critical infrastructure, improving access to basic services, and supporting local institutions. At the same time, non-traditional donors, particularly Saudi Arabia and Qatar, expanded their support significantly. Their actions, including clearing Syria's World Bank arrears, enabling new development lending, and Qatar's support for public-sector salaries, reflected a growing commitment to Syria's economic stabilization and transition.

Syria's evolving transitional context is also creating new opportunities for engagement with international financial institutions (IFIs) and multilateral development banks (MDBs). In 2025, the UN in Syria increased dialogues with the World Bank and the International Monetary Fund (IMF) to discuss macroeconomic analysis, financing instruments, and transition priorities. For example, the UN and the World Bank are increasing their collaboration on social protection.

Across all these partnerships, the UN Sustainable Development Cooperation Framework remains the UN's core instrument for mobilizing diverse financing sources and enhancing partnership with the government, development partners, private sector, IFIs, and MDBs. The UN will continue expanding this partnership to support Syria's nationally led recovery and progress toward the 2030 Agenda.

## 2.4. Results of the UN working more and better together: UN coherence, effectiveness and efficiency

In 2026, the UN in Syria continued to strengthen coherence and collective impact as the country moves further into a nationally led recovery phase. Joint programming by participating UN entities is delivering early recovery and resilience interventions that expand access to basic services, support livelihoods, reinforce social cohesion, and enable more inclusive, accountable local decision-making.

At the same time, the UN in Syria has continued to strive to optimize business operations under the BOS.

### Common Premises:

The consolidation of UN offices through common premises (UN Hubs) has continued to generate cost savings through shared security, utilities, maintenance, and administrative services. However, in some governorates, identifying alternative locations that meet the needs of all agencies remains challenging due to differing agencies preferences.

In 2026, a major shift took place as several UN entities began relocating from the Four Seasons Hotel (FSH) in Damascus to UN-managed accommodation facilities.

### Business Operations Strategy (BOS):

The UN in Syria continued its efforts to expand shared services in procurement, human resources, finance, administration, and ICT. Centralized processes and the implementation of standard operating procedures have streamlined operations, reduced transaction times, and strengthened compliance with policies.

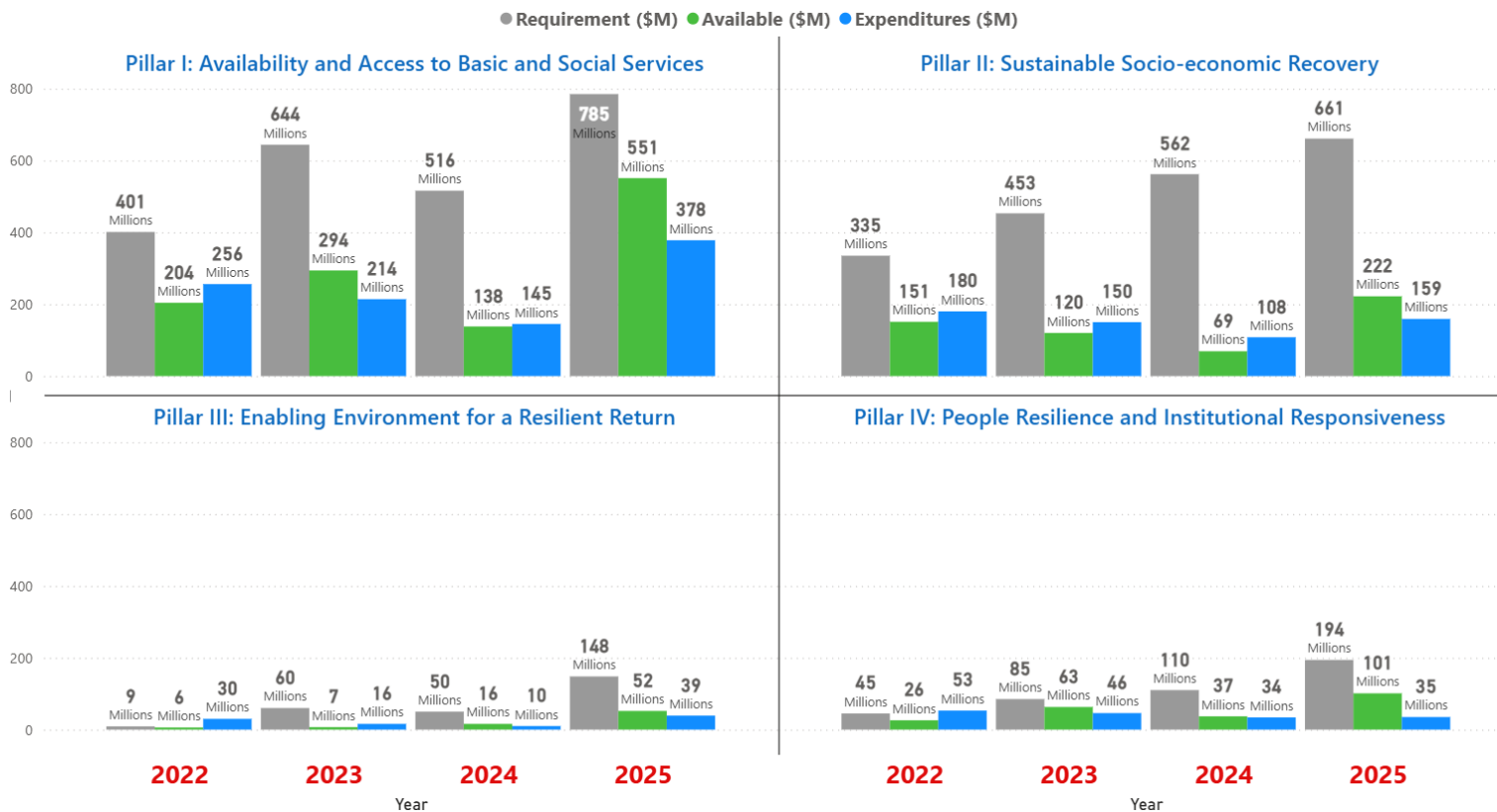
Overall, these measures have contributed to improved cost efficiency, reduced administrative burdens, and enhanced operational coherence. This has enabled the UN to redirect more resources toward programmatic priorities and recovery-oriented interventions in line with national objectives.

More concretely, the UN achieved estimated annual cost savings of approximately USD 400,000, while also improving efficiency and policy compliance.

## 2.6. Financial Overview and Resource Mobilization

### 2.6.1. Financial Overview

Required and Expenditures Figures for 2022-2025



Over 2022–2025, UNSF financial requirements increased across all four pillars as the UN system progressively shifted its programmes toward recovery, systems strengthening and institutional support. This is very visible in the above charts especially for the first and second pillar (Total requirements for basic services and socio-economic recovery almost doubled between 2022 and 2025 indicating the change in the nature of the UN activities to be more resilient, sustainable and have a long-term impact).

While available funding and expenditures also rose over the period, they consistently lagged behind requirements, leaving widening financing gaps, especially in socio-economic recovery (Pillar II) and enabling conditions for returns (Pillar III). Expenditures normally follow the trends of available resources, indicating that programme delivery. For 2025, the delivery of the UN was also primarily constrained by the low funding levels, suggesting that additional funding could be translated into results if mobilized.

## 2.6.2. Resource mobilization

In 2025, Syria experienced significant geopolitical changes, with donors increasingly providing support and sanctions relief in support of the Government. Despite these efforts, the gap between pledged assistance and actual needs remains acute, threatening the stability of essential services and endangering prospects for sustainable recovery.

The Brussels VIII Conference (March 2025) stood as a major milestone for Syria, yielding a total pledge of €6 billion (\$6.5 billion) with the first historic participation of the Syrian Government representatives. While the conference primarily focused on humanitarian funding, it also paved the way for the EU-Syria Partnerships Coordination Platform, a space for coordinating Syrian-led partnerships initiatives supported by the EU, which was launched later in July 2025. The platform is currently undergoing refinement and is expected to play a pivotal role in coordinating and advancing resource mobilization efforts for Syria's recovery.

In early 2025, the UN in Syria developed the Resource Mobilization and Partnerships Strategy (RMPS) to coordinate and mobilize resources for the final phase of the 2022-2025 UNSF. With the UNSF now extended through 2026, the RMPS remains central to joint resource mobilization efforts. However, there is a growing need to conduct a comprehensive financial landscape analysis, which will inform the development of a new RMPS. As the new UNSDCF is expected to take effect in early 2027, financing strategies for upcoming activities should be based on the findings of this analysis to ensure utilization of new opportunities.

The RMPS continues to emphasize the UN's catalytic role in leveraging SDG financing, while acknowledging Syria's unique financial challenges. During the 14-year crisis, sanctions and donor restrictions have shaped resource mobilization, compelling the UN to concentrate efforts on life-saving and life-sustaining humanitarian interventions. That said, a good example on financing for early recovery and resilience is the UN Joint Programme to Build Urban and Rural Resilience and the Conditions for Recovery in Syria (JP 2.0). In 2025, the programme began implementing activities in Eastern Aleppo, supported by a total budget of USD 18.7 million contributed by Denmark, Sweden, Switzerland, and Italy. Additionally, Norway provided a top-up of approximately USD 1,000,000 in 2025, which increased the overall budget for JP 2.0 to USD 19.7 million.

Humanitarian funding remains critical given the vast and persistent humanitarian needs across Syria. Thus, UN agencies continue to seek resources to address short-term emergencies. Simultaneously, there is an emerging openness among donors to support recovery-oriented interventions. This new context requires transparency, complementarity, and strong collaboration with national counterparts to maximize impact and ensure that both immediate and long-term priorities are addressed effectively. In this regard, the Women's Peace and Humanitarian Fund (WPHF) remains a notable tool, providing vital support to Syrian women in both crisis and recovery contexts. In 2025, the UN in Syria received over USD 6 million from WPHF. These resources were channelled to grassroots civil society organisations, with the aim of strengthening safety and mental health services for women, promoting their participation and leadership in humanitarian planning and response, and advancing socio-economic recovery as well as political engagement in peacebuilding efforts.

# Chapter 3: UNCT key focus for next year

As Syria advances into a nationally led recovery phase, the UN in Syria will focus on a fully aligned approach with the *2026 Statement of Recovery Priorities for International Cooperation*, released by the Ministry of Foreign Affairs and Expatriates. The UN will ensure its collective offer supports national leadership, reinforces institutional capacity, and strengthens the humanitarian–development–peace nexus across the four national recovery priorities: (1) Restore critical infrastructure; (2) Resume delivery of basic services; (3) Build social and economic resilience; and (4) Support core systems and public administration.

## Key Focus Areas for 2026

- **Finalize the UNSDCF 2027–2030**

Advance joint prioritization, Theory of Change development, and results architecture grounded in the national recovery priorities and the updated CCA.

- **Align Fully with National Recovery Priorities**

Ensure all planning and programming directly contribute to the four national recovery priorities, operating within national frameworks.

- **Enhance HDP Nexus Coherence**

Integrate humanitarian, development, and peace programming to support the Government-led transition from emergency response to sustainable service delivery and recovery.

- **Apply Cross-Cutting Parameters Systematically**

Integrate social cohesion, conflict sensitivity, climate adaptation, digitalisation, and private-sector engagement into all UN interventions to enhance sustainability and long-term impact, in line with the Statement of Recovery Priorities.

- **Deepen Structured Engagement with Partners**

Expand collaboration with Government entities, donors, IFIs, civil society, academia, and the private sector, ensuring coherence with the national system and reinforcing national ownership.

