



المُنْتَدَى السُّورِي  
SYRIAN FORUM

Annual Report | 2016



Annual Report 2016  
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# Syrian Forum

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for Relief and Development

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## AlSouria





المُنْتَدَى السُّورِي  
SYRIAN FORUM



إحسان  
لِلإِغَاثَةِ وَالتَّنْمِيَةِ  
IHSAN  
RELIEF &  
DEVELOPMENT



رزق  
لِلتَّأْهِيلِ المِهْنِيِّ  
RIZK  
PROFESSIONAL  
DEVELOPMENT



البوصلة  
لِلتَّدْرِيبِ وَالإِبْدَاعِ  
BOUSLA  
TRAINING &  
INNOVATION



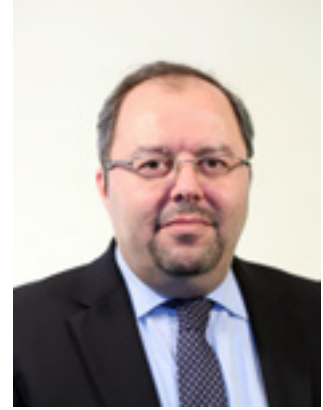
فنار  
لِلتَّنْمِيَةِ المَجْتَمَعِيَّةِ  
FENER  
COMMUNITY  
ADVANCEMENT



عمران  
لِلدِّرَاسَاتِ الإستِراتِيجِيَّةِ  
OMRAN  
FOR STRATEGIC  
STUDIES



السورية  
ALSOURIA



**Mustafa Sabbagh**  
Chairman of the Board

People in Syria are facing enormous challenges, struggling tremendously just to **make ends meet** and **remain alive**. Millions have been **forcibly displaced** as a result of the systematic destruction of the country's social fabric by the regime its allies, and extremist forces.

Since its establishment in **2011**, the Syrian Forum's goal has been to serve the Syrian people and offer support, specifically in areas of **social development, vocational training** and **relief**, in a time when resources in Syria are lacking and the crisis has exacted a heavy toll on the **social, economic, political**, and more importantly, **humanitarian fronts**.

In **2017**, we will spare no effort to expand our partnerships in order to **build a future Syria** with **justice, dignity, freedom**, and **equal rights** and **duties for all**, regardless of their **ethnicity, religion, gender** or **affiliation**. We shall be armed with our deep belief in these goals and with the strength we derive from the **sacrifices made by our people and their unwavering resolve**.



**Ghassan Hitto**  
Chief Executive Officer

Our goals at the Syrian Forum focus around **building the capacity** of **Syrian individuals, civil society organizations, and local councils** by modeling a sustainable institutional example. Our six institutions strive to achieve the desired development in our society in the medium and long term after the widespread destruction that has befallen Syria.

With the help of our **964** team members and **15 offices** in Syria and other countries, we were able to meet most of our goals for **2016**. We reached more than **3 million Syrians** and forged several **new partnerships** with Syrian, Arab and international professional organizations, which helped us **expand our scope** of work, **improve the quality** of our services, and **offer more qualitative support** and **services** to our fellow Syrians.

Driven by their courage and perseverance, we will continue working to help our people achieve their **legitimate aspirations**.

# About the Syrian Forum

- A consortium of **non-profit** organizations that started activities in **2011**.
- Registered in **Turkey**, with partners in **Austria**, the **United States** and **Qatar**.
- Consists of **6** specialized organizations with a **964** team members.
- Works through **15 offices** located in Syria, Turkey, Austria, the United States, Qatar and an upcoming office in Jordan.

## Our Vision

To **empower Syrian society** to **build** its **future** on **social, cultural, economic**, and **political** principles commensurate with a contemporary yet authentic vision.

## Our Mission

To **serve** the Syrian cause in most of its aspects and **empower Syrians** to overcome the challenges and set the ground for the establishment of a **just** and **dignified society** founded on local capacities.



## Objectives

- Empower and develop **Civil Society**, and continue to invest in **Local Administration**.
- **Build capacities** of Syrian institutions and expand their horizons towards a civil society of **efficiency, justice** and **professionalism**.
- Foster **economic development** and opportunities for all Syrians.
- Offer solutions and **policy alternatives** in matters critically related to Syrian and regional contexts.
- Reinforce a **political culture** with the capacity to develop and strengthen **democratic institutions** in Syria.

## Why Syrian Forum

- **Institutionalized** yet **dynamic** processes.
- **Creative** initiatives promoting **professionalism** in Syrian **institutions**.
- **Diverse** team reflecting the **Syrian fabric**.
- **Highly skilled** and capable **Syrian professionals** from across various educational and professional backgrounds.
- **Invests** in developing the **professional skills** of its staff through capacity building and continuing education.
- **Engages Turkish, European** and **International institutions** on solutions for Syrian **refugees** and **immigrants**.
- **Invests** in the **Local Administration** project in Syria.





# Where We Work



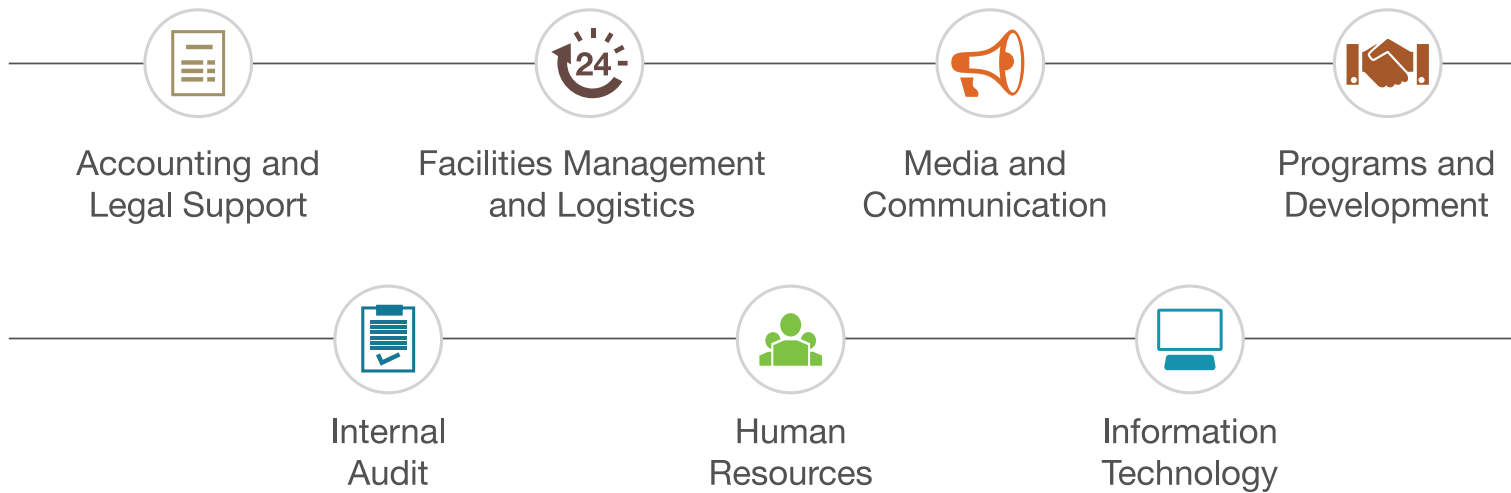
Partners

Upcoming

SF Offices



# Syrian Forum Departments



Since its establishment, the Syrian Forum has been contracting with **KPMG** for a comprehensive annual financial auditing



# Syrian Forum Partners



[www.SyrianForumUSA.org](http://www.SyrianForumUSA.org)



[AT.SyrianForum.org](http://AT.SyrianForum.org)





**www.SyrianForum.org**



**SyrianForum**



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RELIEF &  
DEVELOPMENT



## A Message from Ihsan's Team

The **humanitarian response** inside Syria remains one of the most complex challenges faced by Syrian Civil Society Organizations in particular, and the international community in general. The rapid changes in the Syrian situation demands **commitment** and **collective efforts** to **provide timely** and **needs-based services** to the **most vulnerable people inside Syria**.

The year of **2016** was a year of remarkable growth, which required **increasing our team** in Syria to exceed **750 member**, women and men, to support our programs in **Aleppo, Idleb, Hama, Lattakia and Dar'a**, as well as hard to reach and besieged areas such as **Rural Damascus** and **Homs**.

Ihsan expanded its partners to include many **UN agencies** and **international NGOs**, the end of **2016** was crowned with a distinctive partnership with **King Salman Humanitarian and Relief Center**. In 2016 Ihsan managed to reach over **3 million beneficiaries** in Syria, through its specialized projects in **Women and Child Protection, WASH, Agricultural Programs, Food Security, Education** and others.

Our hope and energy remain strong, and we are striving in **2017** to **increase** and **enrich our development programming** to empower individuals and the community as a whole, and reach the **highest quality** of work in **accordance with international standards** to alleviate the suffering of our people in Syria.

**Baraa Al-Smoudi**  
Executive Director

## About Ihsan

- Established in July **2013** in Gaziantep, Turkey.
- **Service-oriented** organization with **development** goals.
- Focuses on providing **a better life** for Syrians through **economic** and **social development**, and to strengthen the institutional and **professional services** within **Syrian society**.

## Our Vision

To become the most **efficient, transparent, functional** and **responsive Syrian service-oriented** organization that improves the lives of Syrians through **relief, recovery** and **development initiatives**.

## Our Mission

To provide Syrians with much-needed services that focus on **alleviating suffering**, and **fostering economic/social development, support** a vibrant **Civil Society**, and **build** the capacity of **Local Councils**.

# Ihsan Departments



Supply Chain



Programs Management



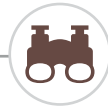
Finance



Field Offices



Communications and  
Program Development



Monitoring, Evaluation,  
Accountability and Learning



Human Resources  
and Administration



# How We Work

## Needs Based

Our approach to programs is one that is built on listening to the **local communities** and **their needs** because we ultimately believe that community ownership is key. Ihsan's MEAL department leads on identifying community needs through various assessment tools including key **informant interviews**, focus **group discussions** and sample surveys.

## Strong Program Design

The next step is ensuring a strong program design whereby the Programs Departments **takes the identified gaps** and creates a program that aims to **address the root causes** of these needs. Key community leaders and local councils are often consulted at this stage in order to **better understand** the feasibility of such programming.

## Quality Implementation

Programs are most often implemented through Ihsan's field staff located throughout the 8 offices in Syria. Since the establishment of the organization, Ihsan has placed a concerted effort in **building the capacity of all staff**, including those on the front line. The experience of the staff has contributed to their ability to **implement programs with high quality**, ensuring the integration of key stakeholders and in line with humanitarian principles.

## Monitoring, Evaluation, Accountability and Learning

A key function in the organization stems from our MEAL department, which remains independent of our Programs department. Through this function, we are able to **monitor the outputs of programs** and **measure the impact** of programs throughout baseline and end lines assessments. This department also provides **access to beneficiaries to provide their feedback** and complaints so that we can be sure that their needs are met. Finally, our MEAL department allows Ihsan to **take lessons learned from previous projects** and apply them moving forward in order to strengthen our future programming.

## Institutional Support

Ihsan works to support **Local Councils and Civil Society Organizations** by implementing joint **projects, programs, and workshops**.

Ihsan currently implements five programs including:



Food Security  
and Livelihoods



NFI/Shelter



WASH

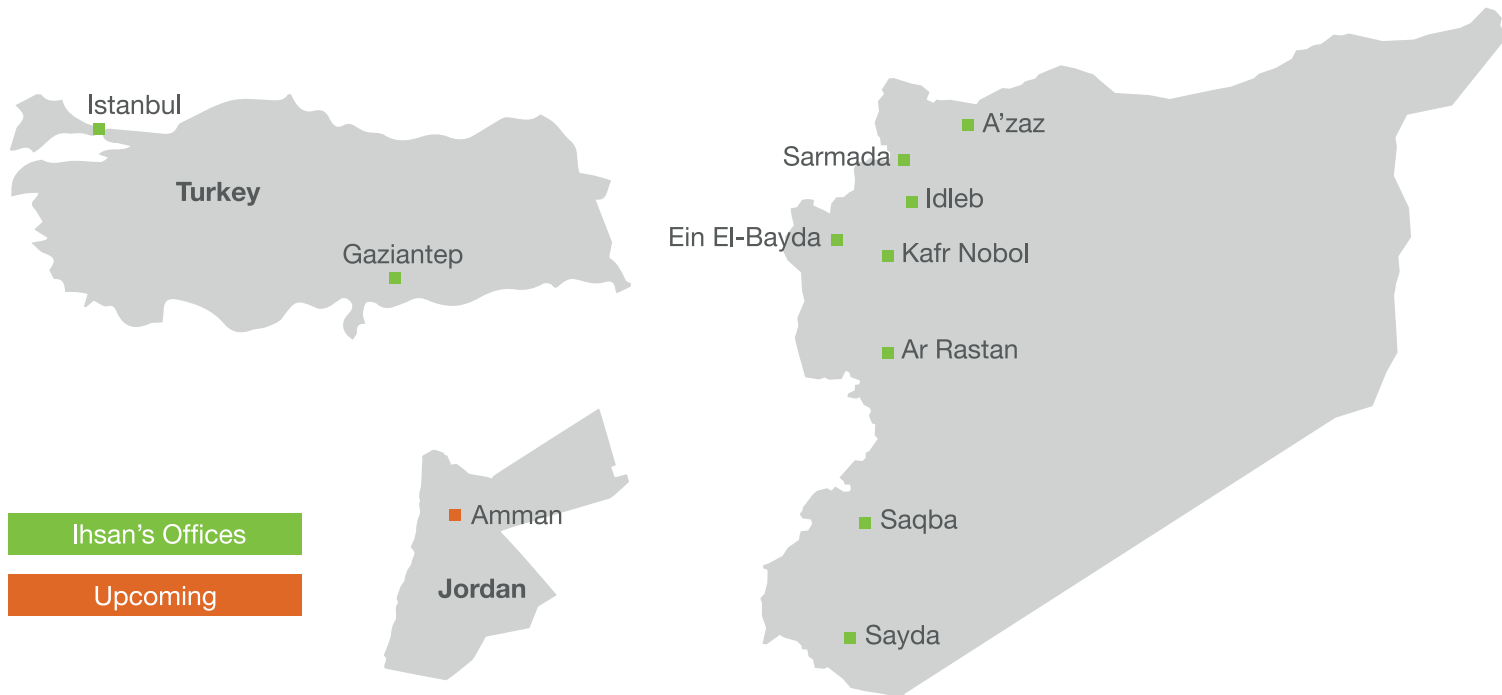


Education



Protection

# Where We Work








# Ihsan

## Accomplishments in 2016

\$34,635,039	Total Value of Projects and Ongoing Contracts
\$24,248,650	Total Value of Projects in 2016
\$10,386,389	Total Value of Contracts Signed in 2016 and Started Implementation at the End of 2016
3,061,900	Total Number of Beneficiaries
52	Total Number of Implemented Projects

# Support by Program & Total Number of Beneficiaries

Total Support by Program		Total Number of Beneficiaries
	Food Security & Livelihoods .....	70% 2,290,780
	NFI/Shelter .....	12% 82,539
	WASH .....	10% 475,000
	Protection .....	5% 139,913
	Education .....	3% 73,668



إحسان  
للإغاثة والتنمية  
**IHSAN**  
Relif & Development



## Food Security and Livelihoods

Beneficiaries ..... **2,290,780**

The program focuses on two main tracks, Relief and Early Development. Ihsan projects this year were implemented in **Aleppo, Idleb, Rural Homs and Rural Damascus.**

### Relief

In 2016, the humanitarian community witnessed a major increase in violence which forced hundreds of thousands out of their homes. Ihsan field staff was able to quickly **identify needs** and **respond** in a timely manner through the **distribution of ready to eat rations, support to bakeries** for bread and **food baskets distribution.** Ihsan regular relief programming included **monthly food baskets** distribution to the most vulnerable families in Idleb and Aleppo.

### Early Development

Ihsan expanded its agricultural programming providing key inputs such as **seeds, fertilizer** and **fuel.** In addition to the **raw materials** needed to continue farming. Beneficiaries were provided **trainings on GAPs** so as to increase the impact of the assistance provided. This includes the introduction of **new agricultural technologies** such as **“intercropping”**, which took advantage of the vast lands between the olive groves that were left untouched by local communities. Ihsan also conducted its first **cash-based programming** whereby the most vulnerable households were selected for cash-for-work activities. In this program, households conducted rehabilitation of community assets in exchange for cash.









NFI/Shelter

Beneficiaries

82,539

This year, the program focused mainly on providing life-saving assistance to families fleeing violence as well as timely winterization support. Projects were implemented in **Idleb** and **Aleppo**.

As families in Syria are often forced to flee their homes multiple times, access to **basic non-food items** remains a major need all over Syria. In order to respond to these needs this year, Ihsan provided non-food items such as **blankets, solar lamps** and **mattresses** to the most vulnerable households who are often found to be living in dire conditions. In responding to the displacements in Aleppo, Ihsan also provided families with **tents** and **prepared collective centers in order to receive children, women and men** who had nowhere to go. Finally, Ihsan also distributed both **winter kits** as well as **clothing** through **in-kind** and **voucher methodologies**, allowing beneficiaries to identify what their needs are and have the ability to meet them.

المملكة العربية السعودية

KINGDOM OF SAUDI ARABIA

مركز الملك سلمان للإغاثة والأعمال الإنسانية

KING SALMAN HUMANITARIAN AID & RELIEF CENTRE



حملة

مساعدات مركز الملك سلمان للإغاثة والأعمال الإنسانية للأخوة

الشريك المنفذ: مؤسسة إحسان للإغاثة والتنمية





Beneficiaries	475,000
Water Networks	12
Sewage Systems	4

In **2016**, Ihsan significantly increased WASH programming in Northern Syria focusing on complete rehabilitation of water networks and sewage systems. Projects were implemented in **Aleppo** and **Idleb** governorates.

#### The rehabilitation activities included:

- **Installation** of needed materials such as **generators** and **pumps**.
- **Rehabilitation of water storage units**.
- **Rehabilitation of networks** that have been destroyed due to the conflict.
- **Supporting** the provision of operation and maintenance to the **WASH units within local councils** (incentives, tool kits, fuel and chlorine).
- **Providing 2,891 hygiene kits to IDPs from Aleppo**.

**Technical trainings** were also provided to increase the capacity of the WASH units which includes training on the **establishment of cost-recovery systems**. This enables communities to continue the operation of the water system even after the withdrawal of Ihsan by collecting fees from the households.







## Protection

Beneficiaries

139,913

In **2016**, the program focused on delivering programs in child protection and **GBV** sectors. The projects were implemented in **Aleppo, Rural Homs and Rural Damascus**.

### Child Protection

Ihsan expanded the reach and **quality of child protection programming** in Syria through the establishment of new centers in Rural Damascus and Rural Homs, in addition to the already established center in Aleppo. These centers provided **recreational psychosocial support, structured psychosocial support and case management services** to conflict-affected boys and girls. Ihsan mobile units also traveled throughout each area of operation to **reach children in schools, mosques, collective centers and camps** to provide them with recreational psychosocial support as well.

### Gender-Based Violence

Ihsan delivered GBV services through safe spaces in Aleppo City, Rural Damascus and Rural Homs. These spaces enabled an **environment** where **women** and **girls** were able to **access psychosocial support, vocational training opportunities** and a space for women within the community to come together. As a result of these spaces, women have been able to **access employment opportunities** in places such as clinics, hospitals and organizations.

10

Mobile Units

9

Women & Girls Safe Spaces

6

Child Friendly Spaces







Beneficiaries **73,668**

Number of Supported Schools **11**

In **2016**, Ihsan focused on increasing both the access and **quality of education in Northern Syria**. Education projects were conducted in Aleppo governorate.

One of the most eye-opening gaps in the humanitarian response in Syria is education, for both children and youth. For that reason, Ihsan focused on **scaling up education activities** in order to reach more children with better services.

#### **Ihsan's education projects provided:**

- **Material resources** to deliver education.
- **Technical support** to school teachers and management.
- **Teachers and students' kits**, as well as **incentives for teachers**.
- **Rehabilitation of schools**, in addition to heaters and fuel in winter.
- **Trainings on "Education in Emergencies"** and awareness sessions on **"Remnants of War"** in line with international standards.
- Small vocational training centers within traditional school spaces, to **develop the skills of youth boys and girls** and enable them to smoothly join the job markets.







# Partnerships



# Ihsan Accomplishments since Establishment through 2016

\$75,375,170

Total Value of Implemented Projects

17,273,981

Total Number of Services Provided to Beneficiaries

273

Total Number of Implemented Projects



# 2016 Financial Report

\$34,635,039

Total Value of Projects: both Implemented and Under Implementation

\$24,248,650

Total Value of Projects in 2016

\$1,618,248

Total Payroll and Expenses

6.7%

Administrative Costs





[www.IhsanRd.org](http://www.IhsanRd.org)



IhsanRD



IhsanRD1



IhsanRD



رزق  
للتأهيل المهني  
**RIZK**  
PROFESSIONAL  
DEVELOPMENT





## A Message from Rizk's Team

One of the most **important, strategic,** and **sustainable** ways to improve the **livelihood of Syrians** is to **secure employment** and **trainings**. This has a tremendous effect on improving their social and emotional well-being, and **helps governments** to **manage** the **Syrian population** they take in and see them to **self-sufficiency**. Most importantly, it curbs **unemployment** and **extremist ideologies**.

Rizk continued its work in finding **job placement** for Syrians in Turkey throughout 2016 by adapting its strategies and services to the current circumstances on the ground. It successfully **acquired** many **talented** and **skilled** professionals into its team and developed its services to reach the maximum number of Syrians in Turkey by expanding and opening two **new offices** in **Istanbul** and **Gaziantep** in addition to the main office in **Urfa**. In **2016** alone, Rizk helped **2,385** Syrians find jobs in the scientific, administrative, and professional fields and trained **748** others.

In **2017**, Rizk is looking to **expand its network** of cooperation with **government institutions**, international organizations, and pioneer companies as they play a big role in helping the Syrian communities residing across Turkey.

**Anas Alshehab**  
Executive Director

## About Rizk

- Began in June **2014** as the Syrian Forum's **professional development institution**.
- **Develops the skills of the Syrian workforce** and seeks the optimum **utilization of Syrian professional and scientific expertise**.
- **Provides job-placement** services for Syrian refugees and immigrants.
- Respects the sensitivities of the host countries' job market and works towards a seamless **integration** of Syrians in the job market.
- Strives to limit and even **reverse the brain drain** of Syria by keeping high-caliber individuals geographically close to Syria.

## Our Vision

Empower Syrians to achieve **self-sufficiency**, reduce their reliance on humanitarian aid, and contribute to their professional development in order to be **better prepared for rebuilding Syria's future**.

## Our Mission

Improve the lives of Syrians by **employing the Syrian workforce in Turkey** and **beyond**, develop their **skills**, and form a **networking platform** between Syrians and potential employers.

## Why Rizk

### Pioneer

The first Syrian organization focusing on **professional development** and **job-placement for Syrians**.

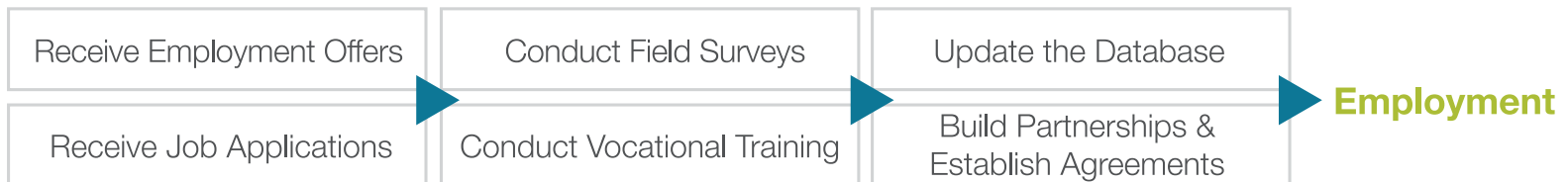
### Develop

Focuses on providing **professional development programs** based on **need assessment surveys** as well as through our team's regular field visits and **assessments of the job market**.

### Connect

Initiates and **coordinates joint projects between Syrian and host countries'** business persons to promote entrepreneurship.

## How Rizk Works

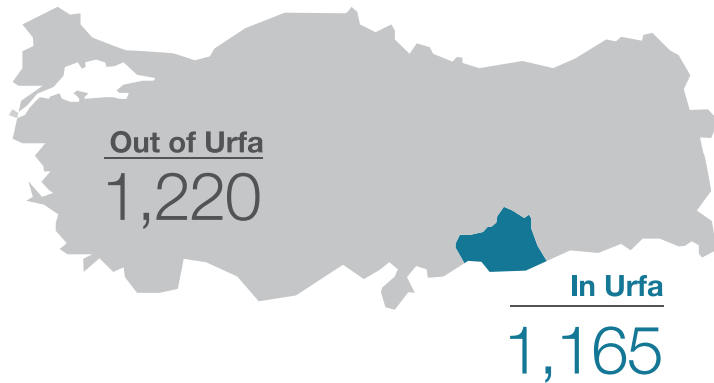


# Rizk

## Accomplishments in 2016

Average Income of Beneficiaries in Turkish Liras	1,380	Number of Employed	2,385	Number of Registered Applicants	5,624
Total Number of Beneficiaries	15,085	Number of Trainees	748	Total Training Hours	2,310

Number of Employed in Turkey



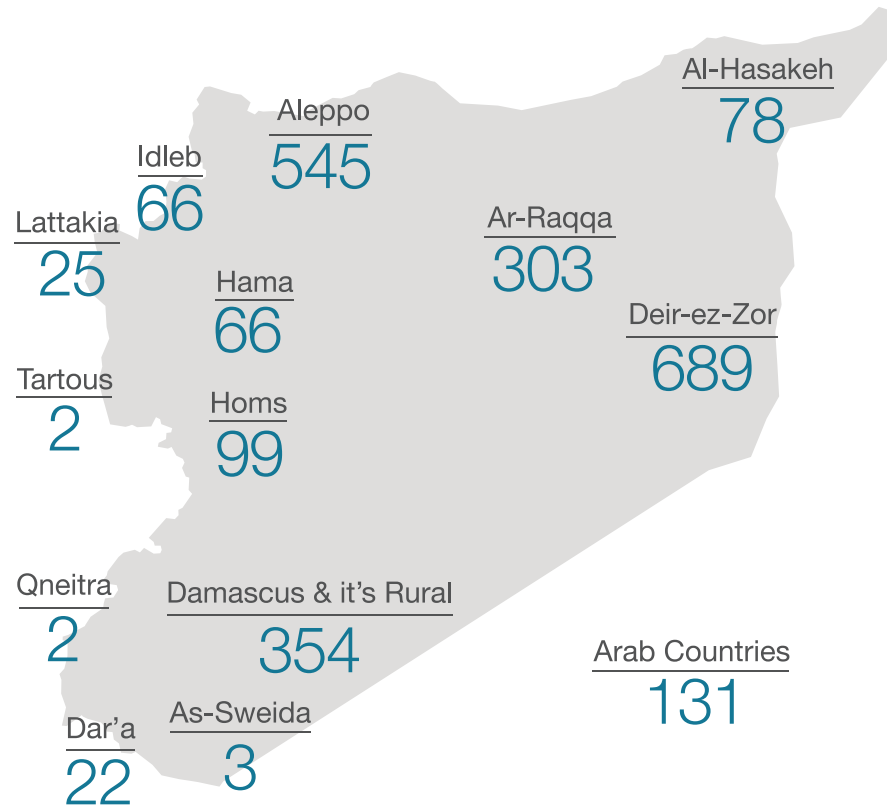
Number of Employed

Male

Female



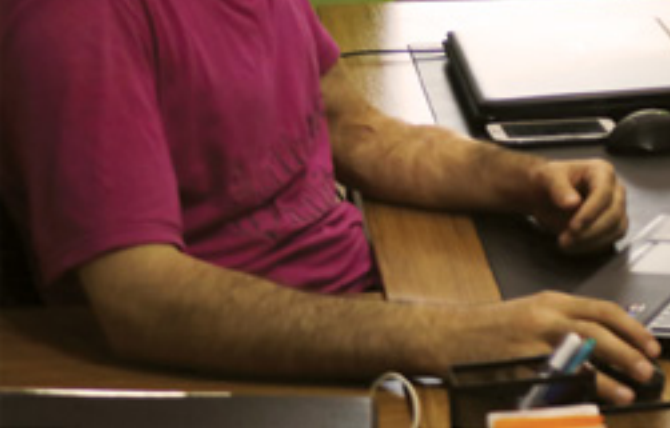
# Number of Employed by Province



# Number of Employed by Profession

Mechanical Engineering	15	Dermatology	1	Translation	70	Others professions	563
Electrical Engineering	12	Physical Therapy	7	Education	79	Construction workers	43
Civil Engineering	6	Psychiatry	2	Caretaking	10	Tile installation	7
Architecture	7	Veterinary Medicine	9	Marketing	272	Painting	49
Electronic Engineering	7	Clinical laboratory services	13	Trainees	91	Interior design	42
Computer Engineering	5	Nursing	21	Salon services	24	Wood work	56
Pediatric medicine	6	Orthodontics	6	Agriculture	10	Blacksmith	58
Orthopedics	6	Pharmacology	4	Mechanical Engineering	3	Aluminum worker	8
Dentistry	39	Accounting	44	Air conditioning	10	Plumber	7
Otolaryngology	2	Law	1	Auto repair	14	Electrician	32
Internal Medicine	27	Psychotherapy	2	Auto electrician	1	Metalworking	16
Cardiology	2	Photography	2	Auto painting	1	Baker	24
Obstetrics & Gynecology	25	Design	65	Tire repair	2	Ophthalmology	97
Ophthalmology	1	Trainers	9	Tailoring	304	Nephrology	5
Nephrology	1	Administrative services	105	Chauffeuring	16	Elevator technicians	19

مكتب تشغيل السوريين  
في أورفا  
رقم المشروع: 8746  
المبتع: مؤسسة الشيخ تقي بن عبد الله للخدمات الإنسانية



مكتب تشغيل السوريين  
في أورفا  
رقم المشروع: 8746  
المبتع: مؤسسة الشيخ تقي بن عبد الله للخدمات الإنسانية

راف راف  
مؤسسة الشيخ تقي بن عبد الله للخدمات الإنسانية

الحجة المفضلة: مؤسسة راف  
موقع التشغيل: أورفا - تركيا  
تاريخ التشغيل: 2016/6/1





# Opening New Branches

In **2016**, Rizk opened two **new branches** in Turkey bringing the total number of its **offices to 3**



**إيلاتيك** *Silatech*  
لشباب...المشاريع...فرص العمل...

**Hope Foundation**  
for Relief and Development

**راف** *RAF*  
مؤسسة الشيخ ثاني بن عبد الله للخدمات الإنسانية

# Training Projects

Rizk partnered with many **international organizations** to provide training courses for **Syrian refugees**.



Course	Location	Number of Courses	Number of Hours	Number of Trainees
Sewing	Urfa	3	1,680	266
Work Ethics in Turkey		3	42	52
Auto Repair		1	120	281
Employee Education on Rights & Duties Per Turkish Law		2	8	25
Sculpting and Carving		1	160	26
Turkish Language		2	144	51
Al Ameen program (Warehouse and Accounting)	Istanbul	2	40	36
E-Marketing		1	20	2
Turkish Language		1	72	6
Marketing		1	24	3
<b>Total</b>		<b>17</b>	<b>2,310</b>	<b>748</b>

## Workshops

Rizk joined **international organizations** and **Turkish government institutions** to sponsor workshops that develop mechanisms for **employing Syrian refugees**, and addressing their main issues.



International Labour Organization



**World Vision**  
الرؤية العالمية  
Dünya Vizyonu

## Exhibitions

- “Life of A Syrian Worker Forum” held by **IMPR** organization.
- **MÜSİAD** international exhibition held in Istanbul.
- **TÜMSİAD** exhibition for animal products and agriculture held in Urfa.





# Rizk Accomplishments since Establishment through 2016

6,926	Number of Employed
22,874	Registered Applicants
748	Number of Trainees
2,310	Number of Training Hours
42,304	Total Number of Beneficiaries





## Partnerships and Agreements



## Strategic Partners

هيئة شام الإغاثية  
SHAAM RELIEF  
FOUNDATION



الشباب...المشاريع...فرص العمل...  
Dilatech



SYRIAN FORUM  
USA







# Rizk.SyrianForum.org



Rzktr



Rzktr



Rizk Office



البوصلة  
للتدريب والابتداع  
**BOUSLA**  
TRAINING &  
INNOVATION



# A Message from Bousla's Team

One of the most **prominent challenges** Syria faces today is the **shortage of skilled, qualified workforce**. Over the past few years, **Syria** has **lost** tens of **thousands** of citizens from many different professions to **death, displacement, or disappearance**. This bleeding of human resources is still ongoing and should, therefore, drive Syrian civil society organizations to work tirelessly on equipping **job seekers** with the **necessary skills** to **build a strong foundation** for a **new Syria**, and its institutions.

During **2016**, Bousla worked on reaching as many trainees as possible to encourage society building through its programs, focusing on **managing development projects, capacity building for local councils, teachers' training**, and other divisions. **3,071** people were trained through **1,505** training hours, and **10** training programs were held in cooperation with international organizations. Though **other organizations may offer** a wider variety of training programs than we do, **we work hard to ensure** that **ours** are the **best**.

In **2017**, Bousla aims to offer long term training programs with the support of many specialized institutions, and plans on improving our courses on several levels.

We firmly believe that **building nations** relies heavily on the **capacity of individuals**, and that **training** makes everything **possible**.

**Ramez Abdullah**  
Executive Director

## About Bousla

- Established in March **2014** in Gaziantep, Turkey as an independent training institution.
- **Conducts capacity-building** and **in-depth trainings** for Syrian individuals, Local Councils and Civil Society Organizations.
- Works with a network of experts and qualified instructors to **develop comprehensive programs and training materials.**

## Our Vision

Empowering Syrians by offering **integrated and customized training programs** that are aware of the Syrian context. Bousla sees the collaboration and empowerment of **Civil Society Organizations** and **Local Councils** to be paramount for the rebuilding of Syria.

## Our Mission

To provide Syrians with much-needed services that focus on **alleviating suffering**, and **fostering economic/social development, support** a vibrant **Civil Society**, and **build** the capacity of **Local Councils**.

## Unique Tools

Uses **illustrative tools** with every training, such as course handbooks and videos that **enhance** the knowledge and **experience** of the **trainee**.

## Comprehensive Approach

Provides training programs that complement and build upon products by other **Syrian Forum** institutions, such as **offering professional** training for **Rizk's** applicants and human resources development trainings consistent with **Ihsan's services**.

## Industry Standards

Raises the **training industry standards** in terms of scope and the **utilization** of modern **educational methods**.

## Targeted Trainings

Offers **efficient** trainings in line with the projects & programs undertaken by the **targeted beneficiary** groups.



# Bousla Tracks



**Education and  
Psychosocial Support**



**Human Rights  
and Rule of Law**

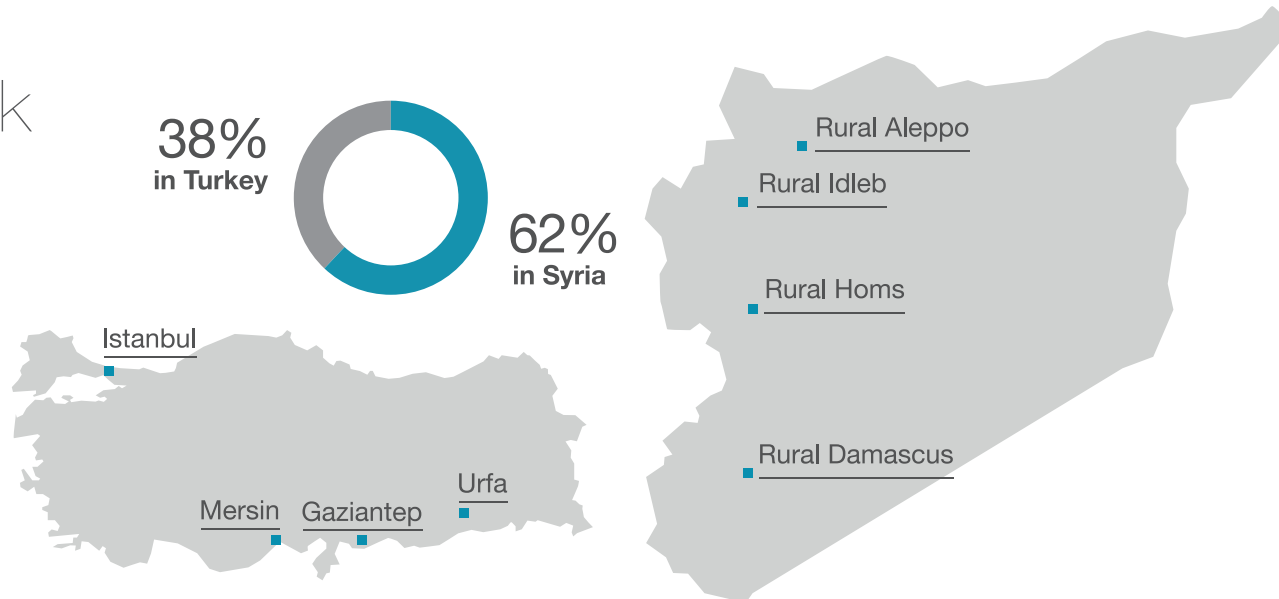


**Public Administration  
and Capacity Building**



**Professional  
Development**

## Where We Work





# Bousla Training Programs by Target Groups

Local Administration Councils	Fundamentals of local administration
	Council capacity building
	Legal training programs
Training Programs for Workers in Food Security and Livelihood Sector	Grants and loans program
	Workers in agriculture program
	Entrepreneurs program
Training Programs for Workers in WASH Sector	Operating and maintaining water stations
	Water management
	Tax program
Training Programs for Workers in Protection Sector	Fundamentals of psychosocial treatment
	Fundamentals of protection
	Working with people with special needs
Civil Society Organizations	Managing development projects
	Skills and tools for implementing development projects
	Managing nonprofit organizations and building their capacities
Individuals (in Syria and host countries)	Grants and loans program
	Micro-project management program
	Vocational training program
Schools and Educational Institutions	Teacher training program
	Training program on psychosocial support



## Bousla Accomplishments in 2016

1,505	Training Hours	192	Beneficiary Groups	1,210	Certified Participants
3,071	Trainees	89	Training Course	10	Qualitative Trainings with International Organizations
3,471	Applicants				

## Awareness Programs

111	Hours	4,633	Beneficiaries
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**البوصلة**  
BOUSILA  
TRAINING  
INSTITUTE

www.bousila.org

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# Programs

## Conducted by Bousla

Training	No. of Sessions	Place	No. of Trainees	No. of Hours
<b>Home Gardening Techniques</b>	2	Rural Idleb - Khan Shaikhoun	50	20
	2	Rural Idleb - Haish	50	20
	2	Rural Idleb - Ma'arrat AlNoman	50	20
	2	Rural Idleb - Kafranbel	50	20
<b>Psychological First Aid For Teachers In Times Of Crisis</b>	1	Khan Al-Asal School - Rural Aleppo	19	18
	1	Kafr Bseen School - Rural Aleppo	9	18
	1	Anadan School - Rural Aleppo	25	18
<b>Operational Planning</b>	2	Gaziantep - Turkey	47	30
<b>Home Gardens</b>	3	Rural Idleb	3410	Awareness Sessions
<b>Sanitation And Public Health Awareness</b>	1	Idleb - Sermin	10	18
<b>Operation And Maintenance Of Water Stations</b>	4	Idleb	74	66
	1	Idleb - Sermin	13	6
	1	Idleb - Maar Tamater, Maaret Hermeh, Kafrouma	28	30
	1	Rural Idleb - Kafranbel	5	6
	1	Aleppo - Orum	8	16
<b>Tax System</b>	2	Bab Alhawa	51	24
	2	Idleb	40	24
<b>Gender Based Violence</b>	1	Gaziantep	16	16
<b>Creating Proposals</b>	1	Gaziantep	11	14
<b>Planting Wheat</b>	1	Rural Idleb	123	Awareness Sessions
<b>Environmental Farming</b>	1	Rural Idleb	637	20
<b>Writing Reports</b>	2	Gaziantep	49	11
<b>Case Management</b>	1	Aleppo - Darat Azza	9	30

<b>Capacity Building</b>	1	Aleppo - Darat Azza	24	55
<b>Development Project Management</b>	1	Gaziantep	15	40
<b>Monitoring And Evaluation</b>	1	Idleb - Sarmada	15	18
<b>Applying For An American Grant</b>	1	Gaziantep	21	6
<b>Analyzing Training Requirements</b>	1	Gaziantep	20	15
<b>Water Management</b>	1	Idleb	12	18
<b>Fundamentals Of Psychological Support</b>	1	Eastern Ghouta	33	18
	1	Homs - Alwaer	32	18
	1	Rural Homs	35	18
	1	Gaziantep	16	9
<b>Psychological Health Of Children</b>	1	Eastern Ghouta	33	72
	1	Homs - Alwaer	32	72
	1	Rural Homs	35	72
<b>Administrative Skills</b>	1	Eastern Ghouta	33	18
	1	Homs - Alwaer	32	18
	1	Rural Homs	35	18
<b>Effective Communication Skills</b>	1	Eastern Ghouta	33	12
	1	Homs - Alwaer	32	12
	1	Rural Homs	35	12
<b>The Lifecycle of a Project</b>	1	Gaziantep	25	12
	1	Idleb - Ihsim	10	18
	1	Gaziantep	11	21
<b>Principles Of Protection</b>	1	Gaziantep	18	12
<b>Resume Writing</b>	1	Gaziantep	23	6
<b>Project Management Development Pro</b>	1	Urfa	20	35
<b>Principles Of Monitoring And Evaluation</b>	1	Urfa	26	12
	1	Gaziantep	25	12
<b>Getting Acquainted With The Turkish Job Market</b>	4	Urfa	76	42

# Programs

## Conducted by Bousla

Training	No. of Sessions	Place	No. of Trainees	No. of Hours
<b>Job Interviews</b>	1	Gaziantep	16	6
<b>Excel</b>	1	Idleb	45	32
<b>Time Management</b>	1	Gaziantep	17	5
	1	Idleb	22	5
<b>Building A Work Team</b>	2	Gaziantep	44	24
<b>Communication Skills</b>	1	Gaziantep	16	10
	1	Idleb	22	5
<b>Humanitarian Principles</b>	1	Gaziantep	16	10
<b>Gender Mainstreaming</b>	1	Gaziantep	12	5
<b>Fundamentals Of Local Governance</b>	1	Idleb - Ihsim	26	12
<b>Problem Solving</b>	1	Gaziantep	16	5
<b>Integrating People With Special Needs</b>	1	Gaziantep	24	5
<b>Monitoring And Evaluation</b>	1	Gaziantep	21	10
<b>Report Writing</b>	1	Idleb	22	5
<b>Work Ethics</b>	1	Idleb	22	5
<b>Summer Plants</b>	3	Idleb	563	36
<b>Financial Management</b>	1	Gaziantep	19	12
<b>Conflict Resolution</b>	1	Gaziantep	18	5
<b>Driving Skills</b>	1	Gaziantep	18	10
<b>Vocational Training: Nursing</b>	2	Rural Aleppo	70	144
<b>Email Writing</b>	1	Gaziantep	23	6
<b>Proposal Writing</b>	1	Gaziantep	11	14
<b>Health Education Programs</b>	1	Rural Idleb	1100	Awareness Sessions



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# Unique Programs Conducted by Bousla

## Project Management Development (PMD)

An important training program to **build the capacity of people** working in development organizations.

## Operation Planning

An interactive and practical training that helped people working in Syrian affairs **develop their planning skills**.

## Understanding the Turkish Job Market

A new and **unique program** in Urfa executed in cooperation with Rizk to help Syrians **improve their chances of employment in Turkish companies and institutes**.

## Management of Water Industry Facilities “WASH”

This program was conducted several times inside Syria to **train workers on water stations**.

## Team Building - Outdoor Training Program

This program was conducted for the first time in Gaziantep. The training took place in **open areas** (Forest) as **activities** and **interactive exercises**.

## Bousla Accomplishments since Establishment through 2016

Number of Trainees	4,257
Number of Training Courses	162
Number of Training Hours	2,512
Number of Certified Participants	1,648
Number of Beneficiaries from Awareness Programs	4,633



# Partners





**www.Bousla.org**



**Bousla**



**Bousla\_org**



**AlBousla Center**



فنار  
للتنمية المجتمعية  
**FENER**  
COMMUNITY  
ADVANCEMENT



# A Message from Fener's Team

Since its establishment through **2016**, Fener has worked to **help Syrians** in Turkey **overcome** the **challenges of displacement and assimilation**, and provide the necessary support to create a **healthy society** that presents a positive image of their culture and **interacts well** with **Turkish society**.

Despite all obstacles, Fener has devoted its efforts to launching projects in **sports, culture, community service, and volunteer services** for nearly two and a half years. It has also helped organize many activities for Syrians and Turks such as the **Children's Festival in Istanbul, Syrian Schools Football League** in which **23 schools** and **460 players** participated, and a **basketball training camp** in cooperation with **Njoom AlGhad Academy** and the **Turkish Basketball Federation, sponsored** by the **US State Department's START Program**. Fener also launched its **Lamset Dafa 3 campaign** for the third year in a row in response to the emergency displacement from Aleppo in December **2016**, collecting more than **180 tons of clothes** and **winter supplies** with the contribution of **56 government and civil institutions**, both Turkish and Syrian, and many other private entities from Qatar, Spain, and the United States.

Opening a **new office in Gaziantep** was one of the highlights of **2016** for Fener. We are determined in **2017** to continue dedicating all our expertise to **community development**, and reaching out to several segments of the Syrian community, as well as **expanding** our sports program for the **Syrian youth** in Turkey.

**Ammar Yaseen**  
Executive Director

## About Fener

- Began its activities in mid **2014** to address the **challenges of displacement, empower Syrians** to adapt to new environments, and **enhance communication** with governmental and non-governmental entities in **host countries**.
- Works on providing **indirect services** to Syrian **refugees** in **host countries**.
- Conducts workshops, lectures and other community activities that aim to **support, stabilize** and **empower** Syrian refugees and **build bridges** with **host communities**.
- Since its establishment, Fener has excelled in **sports programs**. It continues to focus on inspiring **Syrian youth** and helping them develop through sports.

## Our Vision

The re-emergence of a **safe** and **secure society** that is a beacon of its cultural and civil heritage while staying in **harmony with the host society** for the service of the **Syrian cause**.

## Our Mission

To address the challenges faced by Syrian communities and **support Syrian refugees** in **adapting to the new conditions of host communities**, understanding local customs and traditions, learning the host's language, and positively interacting with its institutions.





# Fener Tracks



Cultural &  
Social Activity



Community  
Service



Volunteering



Sport  
Activity

## Cultural and Social Activity Track

The goal is to effectively **communicate, develop cultural awareness** and build **cultural bridges** with the **host society** (the Turkish society) by hosting **inter-community** workshops and public lectures that counter the **extremist narrative**, as well as **facilitating dialogue** among all segments of **Syrian society** to regain and reinforce **societal security**.

## Volunteering Track

The focus of this track is to organize a platform to encourage **specialized Syrian volunteers** to offer their services and support to **Syrian** and **Turkish communities**, especially children. Volunteers participate in conducting the following activities:

- **Psychosocial** support activities for children.
- Learning through **science experiments** at Syrian schools.
- **Theater**, singing and other **entertainment** activities.



# Accomplishments of the Community Service Track 2016

- School sponsorship for more than **100 orphans**, covering tuition and school supplies.
- Distribution of dates to fasting Muslims in cooperation with **Noour Dates** Company. Approximately **32 tons** of dates were delivered to more than **12,000 families** in Syria.
- Winter clothing campaign for orphans within the city of Istanbul benefitting **300 children**.
- Organized the **Children's Festival** with the sponsorship of Bayrampasa municipality and Syrian Forum, in cooperation with the Syrian Educators Council, Aman Volunteer Team, and several Syrian and Turkish schools in Istanbul.
- Iftar campaign in Ramadan, benefitted **590 orphans** in Istanbul.
- Iftar campaign in Ramadan, supported by **Amoud Foundation** and benefitted more than **5,000 families**.
- Eid program, gave out food and gifts and organizing fun activities for more than **70 families**.







# Accomplishments of the Community Service Track 2016 (cont.)

- Updated the **Syrian Guide**, which provides Syrian refugees with all **necessary information** and **services** needed in Turkey.
- Organized **orientation seminars** for Syrians on the most important laws and instructions pertaining to Syrians in **host countries**.

## Lamset Dafa 3 Campaign

لَمْسِت دَفَا  
Lamset Dafa



180 Tons  
of Clothes



56 Entities  
Helped in Collecting



Collected from Turkish Cities  
Istanbul, Gaziantep, Mersin



Collected from  
Qatar, Spain, USA



لفسيفدفا  
لجنة التنسيق الوطنية  
للمبادرة

مطلقوا المبادرة



يطلق الملتقى الوطني والمؤتمرات لمنتدى شباب العالم  
والتعاون الدولي والأكاديمية والبحوث العلمية

لفسيفدفا  
لجنة التنسيق الوطنية  
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لفسيفدفا  
لجنة التنسيق الوطنية  
للمبادرة



# Accomplishments of the Sports Track 2016



Fener seeks to **attract athletic talents** and **support Syrian youth** by **providing professional training** and resources needed to **advance their physical** and **educational capabilities**.

In June **2014**, Fener launched **Njoom ALGhad Academy**, as its first sports program to **conduct sports** and **entertainment activities** and promotes **bonding** and team building between **Syrian** and **Turkish youth**, and achieve seamless integration while respecting the sensitivities of both cultures.

- **JUMP Basketball Camp**, sponsored by **START**, one of the **US State Department programs** in Turkey, with the participation of **Njoom ALGhad Academy** and the **Turkish Basketball Federation**.
- **120 players** in Njoom ALGhad Academy:
  - ★ **80 soccer players** in **4 branches** in Istanbul (Fatih, Esenyurt, Gaziosmanpasa, and Bayrampasa).
  - ★ **25 basketball players**.
  - ★ **15 special needs players** who have specialized coaches.
- **Syrian Schools Football League**, hosting **23 schools** and **460 players**.
- **18 friendly matches**.
- **116 counselling** and **public awareness sessions** for the players.



**START Program**



# Fener Accomplishments since Establishment through 2016



The Syrian  
Guide Entries

1,636



Public  
Lectures

19



Dialogue  
Seminars

11



Articles

22



Infographs

7



Nojoom AlGad  
Academy Players

120



Workshops

34



Football  
Tournaments

5



Entertainment  
Events

12



Children  
Cinema Club

12



Science  
Experiments

19



Psychosocial  
Support Sessions

12



# Fener.SyrianForum.org



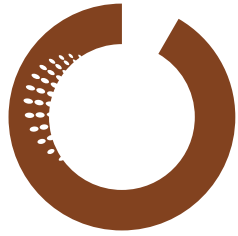
FenerCommunity



FenerCommunity



Fener Community



عمران  
للدراستات الاستراتيجية  
**OMRAN**  
FOR STRATEGIC  
STUDIES



## A Message from Omran's Team

Omran for Strategic Studies was founded in **2013** as a **policy research center** focusing on Syria and the region in three tracks: **politics** and **international relations, economic development, and local administration & promotion of democratic practices**. Omran's work is **uniquely characterized** by a perspective of **state institutions preservation**, utilizing **field-based research**, analysis, scenario projections, and **high credibility** with relevant actors on the ground.

In **2016**, we were able to develop **proposals** and **stabilization programs** and **recommendations** through a number of publications, maps, and seminars. We also issued **editorials** and **briefs** on political transition, local administration, security sector reform and economic development. We continued to **expand our local and regional network** and relations with **key Syrian** and **non-Syrian stakeholders** to collaborate and develop practical solutions that empower and assist decision-makers.

In **2017**, we will focus on Security Sector Reform, DDR processes, Syrian Kurdish affairs, and local administration councils to **restore stability** and **develop the necessary tools** to deal with the forthcoming political phase.

**Ammar Kahf, Ph.D.**  
Executive Director



## About Omran

## Our Vision

An independent think tank and **policy center** focusing on presenting an **objective understanding** of Syria and the region striving to become a **reference point for public policies impacting the region**.

## Our Mission

- **A research institution** that serves as an essential reference on Syrian and regional affairs in **political, Local Administration, and development sectors**.
- Omran Center publishes **studies** and **policy briefs** that empower relevant actors and institutions working on Syrian affairs, supports **decision-making mechanisms**, and assess a complex set of data to present **analytical maps** and **recommendations**.
- Omran's studies carefully analyze all aspects of a situation, **efficiently identifying immediate** needs and **aspirations**, and promoting **effective plans** to meet them.

## Omran Core Values

- Adhere to **professional** standards in describing and analyzing complex realities.
- Adopt vigorous **research methodology**.
- **Enrich** and **develop** our research team.
- **Adapt to changing conditions** and needs.
- **Localize** and **adapt concepts** and **solutions** to the Syrian and regional cultural and political contexts.
- **Open to different orientations** and methodologies through dialogue and bridge building.

## Objectives

- Support decision-making mechanisms and **presenting strategies** on Syrian affairs.
- Provide practical solutions and **policy recommendations to decision-makers**.
- **Publish policy studies** that identify **challenges** within the **Syrian context** and **the region**, and foresee scenarios and alternative solutions.
- Publish papers in **several languages** to facilitate interaction with international actors.
- Contribute to the **accumulation of knowledge** that best serves the Syrian issue.

# Why Omran

## Quality Readership

**Advises key opinion leaders** and networks; more than **95** Arab and international websites republish Omran products with over **63,000** readers.

## In-Depth Assessment

Conducts **up-to-date analysis** of political and social developments in Syria and the region using a **dynamic** and **objective methodology** based on direct access to information on the ground and abroad.

## Bridge-Building Platform

Provides a platform for **Syrian policy makers**, human rights activists, local council members, and thinkers to **exchange** and **develop new ideas** and **solutions** faced by Syrians.

## Multilingual

Issues original products in **Arabic, Turkish** and **English**.



# Omran Units



## Research Unit

- Economics and Development
- Politics and International Relations
- Local Administration and Promotion of Democratic Practices



## Information Unit

- Monitoring and Map Production
- Public Opinions Polls and Surveys



## Negotiations Support Unit

- Political Track
- Public Services Track
- Military and Security Track



## International Affairs Unit

- Turkish Affairs Department
- US Affairs Department
- EU Affairs Department



## Research Unit

The Research Unit focusses on **analyzing the Syrian scene** through political, military, economic and local administration dimensions, and assessing the impact of changes within it on **regional** and **international affairs**. It presents **recommendations** and **projections** for decision-makers in Syria. Researchers strive to put forward an accurate, realistic and objective assessment of the **challenges** and **opportunities faced by Syria** and circulate it to experts on Syrian affairs. **The Research Unit focusses on three tracks:**



Politics and  
International Relations



Local Administration & Promotion  
of Democratic Practices



Economics and  
Development



## Information Unit

The Information Unit specializes in **collecting data** that is key for a better understanding of Syrian and regional affairs. It also offers support to the research unit by constantly **monitoring** and **archiving** news and information received from the ground and abroad, **producing special reports, bulletins, and maps**. Furthermore, it tracks **products by think tanks** and **policy centers** relating to Syria and the region.

- Public Opinions Polls and Surveys
- Syrian Kurdish Affairs
- Islamist and Jihadist Groups
- Security and Military Affairs
- Local and Shiite Militias
- International Forces In Syria





## Negotiations Support Unit

This technical unit includes **Syrian** and **international experts** that **empower Syrian actors** and **decision-makers** with the tools, information and **analysis** necessary for any negotiation process. It focuses on political, military, security and public services tracks.



## International Affairs Unit

This unit includes Syrian and international **academics** and **experts** who **focus on reaching out** to think tanks and policy centers with similar interests to build partnerships. It also **provides decision-makers in other countries the latest studies** and **analysis** of the political and military situation in Syria. **The Turkish Affairs Department** was established and operates in Turkey. We also hold functions and briefings in the US and Europe.

# KRİZİ VE GÜVENLİK TEHDİTLERİ

SETA | İstanbul  
info@setav.org www.setav.org  
setacanli setavakfi

25 Mart 2016  
Cuma  
10.30 - 12.30

Sasha Al Alou  
Araştırmacı,  
Omran for Strategic Studies

Can Acun  
Araştırmacı,  
SETA

Murat Yeşiltaş  
Güvenlik Araştırmaları Direktörü,  
SETA



## Fields Covered By Omran Studies

- **Societal Security**
- **Reconstruction**
- **Security and Military**
- **The Political Process**
- **Refugees Resettlement**
- **Public Opinions Polls**
- **Local Economic Development**
- **Legal and Human Rights Studies**
- **Regional and International Studies**
- **Decentralized Local Administration**

## Omran's Outcomes 2016

- **Publications:** Books, studies, research papers and briefs, editorials, analysis, strategy alerts, maps, infographs.
- **Events:** Conferences, seminars, workshops, forums, discussion panels.
- **Training materials:** developed training materials based on identified needs for customized training.
- **Consultations:** Provided recommendations to local, regional, and international entities with Syria interest.
- **Interactions:** Connected with many think tanks and policy makers.

# Omran

## Accomplishments in 2016

### Research Unit

Publications		Conferences & Events		Media Appearances	
11	Studies	26	Workshops	20	Press Interviews
83	Research Papers	18	Research Seminars	3	Press Commentaries
14	Editorials	5	Conferences	47	Television Interviews
1	Books	6	Training Courses		

### Information Unit

322	Military Maps
244	Published and Unpublished Reports
3	Surveys and Polls

# Research Unit | Most Important Studies and Research Papers 2016

- **The Security Apparatus** and the Need for Structural and Functional Changes.
- **The Saudi-Iranian Conflict** and Delayed Confrontation.
- Aleppo Rebels Face Off **Against the Russia-Iran Front**.
- **The Saudi-Turkish Alliance** and the Syrian Test.
- **China's Role in the Syrian File:** Reasons and Motives.
- The Current and Future **Role of Local Councils:** Analysis of Survey Results.
- The Changes in **Al-Qaeda's Rhetoric** in Syria.
- Turkey: **The Sudden Turn and the Big Change**.
- The Current and Future **Role of Local Councils in Service and Administration:** Analysis of Survey Results.
- Military Control of **Water Resources** during the Syrian Revolution.
- Analysis of the Social Contract of the **"Federation of the North"**.
- Local Councils **Mechanisms in Handling People's Complaints:** Efforts and Hopes.
- **Self-Administration** in Syria's Northern Region, July **2016**.
- **Governance** in Areas of **Self Administration** during August **2016**.
- Special Monitoring Report: **The Political and Military Reality** in Regions of Self Administration, August **2016**.
- **Education** in Regions of Self Administration.
- **Syrian Opposition Challenges** after Losing Aleppo and the "Moscow Declaration".

# Research Unit

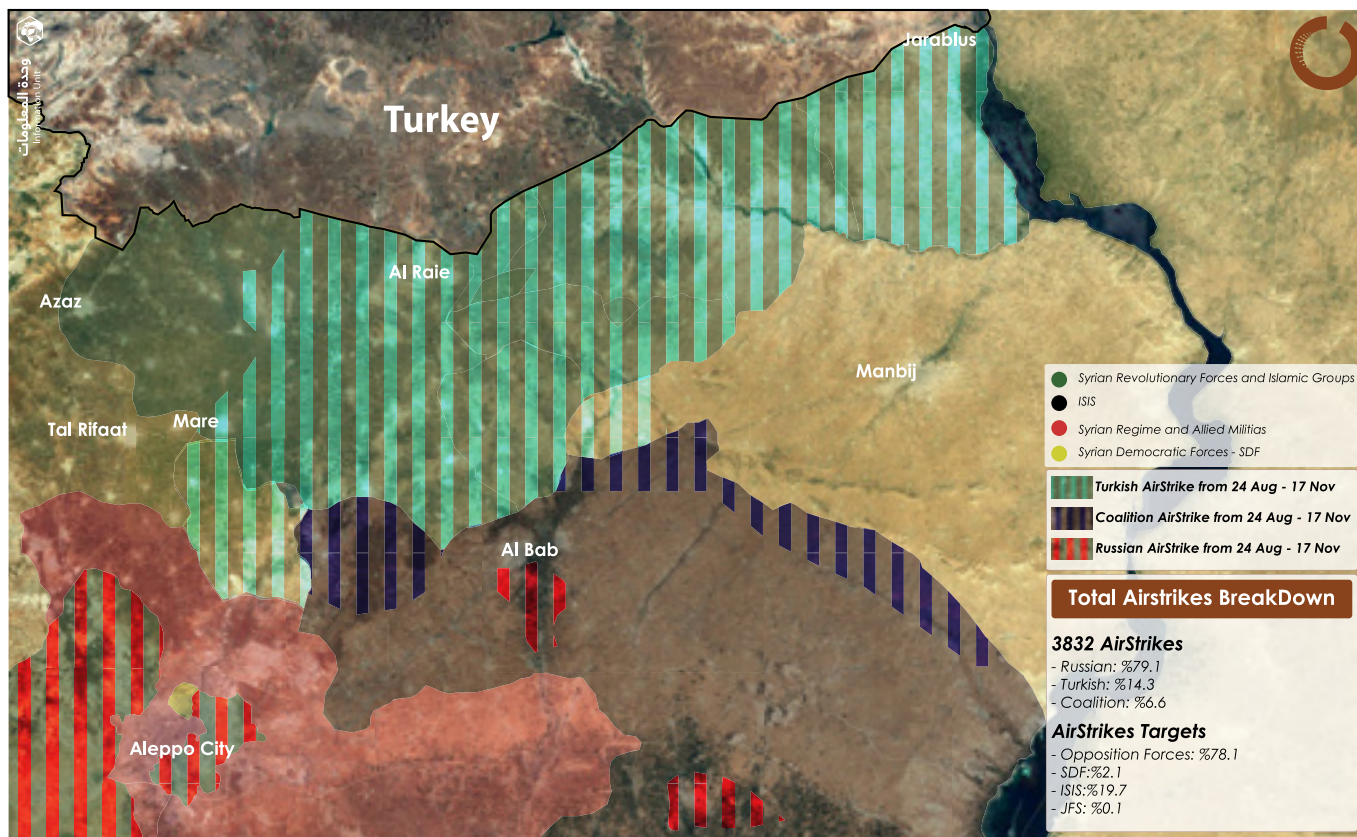
## Most Important Editorials 2016

- The Promises and Challenges Facing the **High Council of Syria's Local Councils**.
- **The Russian-American Ceasefire Agreement** in Syria.
- **Syria After the Ceasefire**: A Reality Being Shaped.
- **The Battle of Mosul** and the Possible Outcomes.
- Aid Organizations and **the Lack** of their **Role In Development**.
- **Health Security** in Syria: On the Cusp of Collapse.
- Lest **Local Councils** Become Local Agents.
- **The Leading Role Moscow** Plays Through Syria.
- **The Anticipated Role** of Local Councils.
- Evaluating **Negotiation Basics** and The **Transitional Period** As Shaped By De Mistura.
- **Local Councils** Moving towards a **Unique Centralized Role** in Local Communities.
- Syria After the **Dissolution of Local Councils**.
- **The Turkish-Russian Rapprochement**: The Ceasefire in Syria.

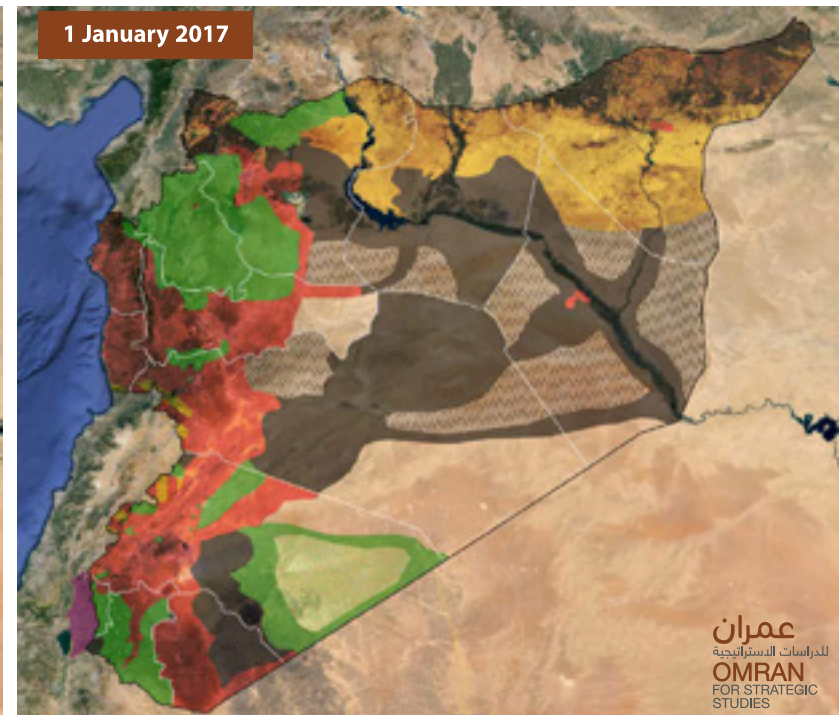
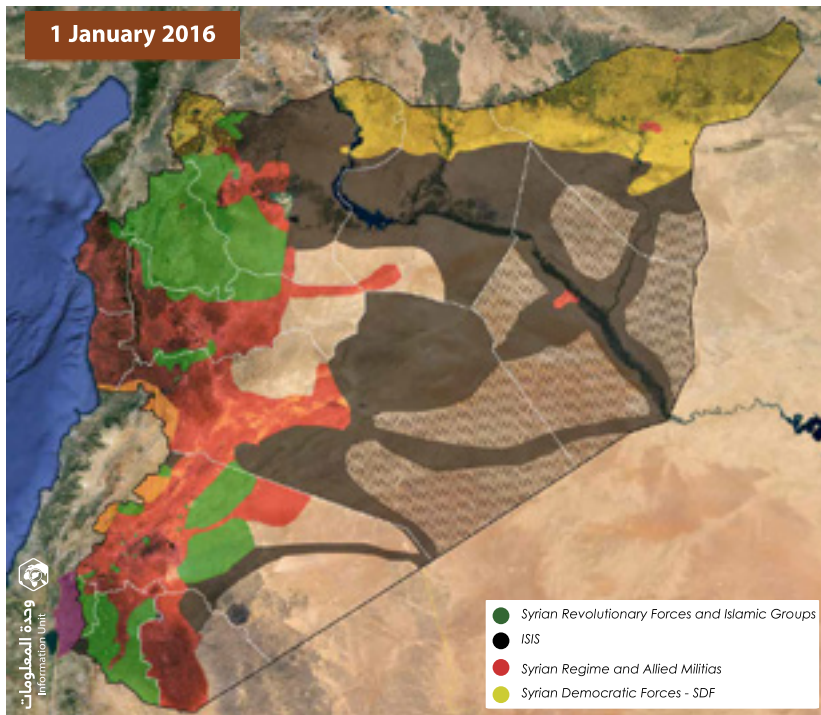


# Information Unit

## Maps Production Samples



International coalition airstrikes in Aleppo (August 24th 2016 through January 17th 2017)



Shifting lines of control in **2016** and **2017**

# Most Important Media Outlets Referencing Omran



**BuzzFeed**



**The Telegraph**



**TRT WORLD**



### Second Annual Book Seminar - Gaziantep

Organized by Omran to present the Second Annual Book **“National Options for Overcoming Political Fluidity in Syria”**, the seminar also discussed four research papers related to the **current situation in Syria**.

### “Syria and Security Threats” Symposium

Organized by Omran and Turkish Center for Political, Economic, and Social Research (**SETA**) in Istanbul. Two research papers were reviewed: Maen Talla’s **“Security Repercussions of International and Regional Actions in Syria”**, and Sasha Alalou’s **“Terrorism as Prelude to Killing the Syrian Revolution”**.

### “Good Governance and Public Accountability” Training Program

Omran researcher Hadia Alomari was one of the trainers in this program on **community engagement** and **governance planning**, held by the local councils unit in cooperation with **Canada’s Department of State**.

### “The Future of Syria” Workshop

Omran’s Executive Director, participated in this workshop hosted by **EuroMesco** research network and sponsored by **GPoT Center**, Istanbul.

### “Chaos in Syria” Symposium

Omran’s Executive Director presented a paper in this symposium held by the **Turkish Center for Political, Economic, and Social Research (SETA)** in Istanbul.

## “Political Assumptions Impacting Security Sector Reform” Workshop

The workshop was held as part of the research project launched by Omran on “**Security Changes in Syria**”. Topics discussed included the **political** and **military** events in Syria, as well as the **international/regional vision** for a solution in Syria and its effects on security. In addition, participants discussed the security situation in areas under regime control and areas under the control of militant opposition forces, and reviewed **similar experiences** that other countries went through to create the **methods** and **mechanisms** most compatible with people’s aspirations, along with the **security concerns** imposed specifically by the geography of Syria.

## “Tackling Challenges in Education for Syrian Refugees in Istanbul” Seminar

Omran’s economist Mohammed Al-Abdullah participated in this seminar held by the Istanbul Province and the Turkish Organization for Emergency and Crisis (**AFAD**) to deliberate the **education problems** faced by Syrian refugees in Istanbul.

## “Kurdistan after the Battles of Mosul and Raqqa” Conference

Omran’s researcher Maen Talla gave presentation titled “**The Battle of Raqqa and Its Repercussions on the Scene in Syria**” at this conference organized by Rudaw Research Center.

## Seminar by the Carnegie Center on Decentralization and Self Administration in Syria

Omran’s Executive Director presented a paper on survey results and assessment on the performance of local councils during this event held by **Carnegie Endowment** for **International Peace**.







# Printed Publications 2016

## Book: National Options for Overcoming Political Fluidity in Syria

Omran released its second annual book focusing on the **most prominent changes** and **challenges** in the Syrian file. Researchers from three units in Omran contributed to the book: the international affairs unit, the local administration and democratic practices unit, and the economy and development unit. The book examines the following topics:

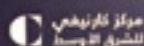
- **Security Repercussion of Actions** in Syria by International and Regional Players, by Maen Talla.
- **Terrorism as A Prelude To Killing The Revolution** in Syria, by Sasha Alalou.
- **Decentralization Options** and the Test of State Rebuilding in Syria, by Hadia Alomari, Ayman Aldisouqi, and Mohammed Munir Alfaqeer.
- **Local Economic Development** as a Requirement for Societal Stability in Syria, by Mohammed Al-Abdallah.

## Research Study: The Syrian Security Services and the Need for Structural and Functional Change

The study presents a realistic assessment of the **security situation** in Syria by deconstructing the philosophy behind deploying the current form of security apparatus. It also presents the basis for the **required changes** after examining the **results of security reform** in countries of the **Arab Spring**. The study closes with recommendations for a **series of actions** that would ensure a solid security sector.

# مركز الأبحاث العالمي

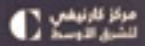
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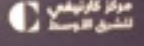
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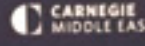
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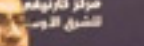
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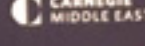
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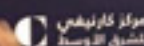
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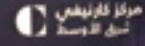
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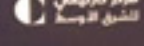
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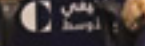
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للشرق الأوسط

Khudr Khaddour

Wael

Amr Katt

Sam Hellyer

# Omran Accomplishments since Establishment through 2016

34	Studies
217	Papers & Briefs
61	Editorials
117	Conferences & Events
163	Media Appearances
5	Books



[www.OmranDirasat.org](http://www.OmranDirasat.org)



OmranDirasat



OmranDirasat



Omran Dirasat



السورية  
ALSOURIA



## A Message from AlSouria's Team

Alsouria values its audience's trust. That's why we work hard to **build bridges of communication** and **interaction** with them as well as raise **awareness** in matters that interest them, thereby enabling them to analyze events in Syria and in the region.

Alsouria.net's team of **reporters** and **journalists inside Syria** help achieve its mission, using **modern media** tools to raise **public awareness** on different issues of interest to Syrians and to people in the Middle East in general. We hope to be able to **launch** Alsouria.net in **several languages**.

Despite all challenges in **2016**, Alsouria.net published **7,585 pieces** of **local** and **global news**, **1,313 opinion articles**, **108 studies** and in-depth reports, and **167 multimedia products**. It has maintained its credibility with audiences in different countries and acquired over **13 million followers** and over **20 million views**.

In **2017**, we plan to increase communication and raise interest in Syrian affairs both **inside** and **outside of Syria** through launching diverse programs and serving the **Syrian cause**, along with attracting a larger segment of our target audience with a focus on young adults, as they are the driving force in **building the future of Syria**.

**Mai Nahlawi**  
Executive Director



# About AlSouria

AlSouria is a **media organization** that began its operation in **2014** and seeks to operate in all mediums and contribute to the development of a Syrian **national media strategy**.

## Our Vision

AlSouria **focuses on raising awareness** about Syrian affairs and their **impact on the region** and strives to become one of the **major sources of news** and analysis on Syria.

## Our Mission

Publishing a variety of **high-quality media content** capable of impacting coverage of Syrian affairs, presenting a more **balanced** and **comprehensive outlook** while adhering to **professional journalistic standards**.

A website that provides **breaking news**, special reports and **analysis on Syrian affairs**.

## | AlSouria.net Discourse

AlSouria.net adopts an editorial policy that is **inclusive of all Syrians** and an authentic Syrian narrative that **rejects all forms of extremism**.

## | AlSouria.net Coverage

The site covers stories in **all Syrian governorates** and the surrounding region through a wide network of **exclusive correspondents** inside Syria and in neighboring countries.

# Why AlSouria.net

- **Credibility** in Reporting Events.
- **Objective** News Coverage.
- **Adheres** to Professional Journalism Standards.
- **Exclusive Coverage** of Syrian Affairs.
- **High Quality** Content.

## Visibility



19.69%



19.19%



8.73%



9.94%



4.92%



3.82%



3.48%



3.43%



2.97%



2.34%

## Impact

A major source of news on Syria. Many agencies **republish, reference, and translate** our content regularly.



## Audience

Caters to a **wide age range**; the **largest group is among young adults (25 – 44)**.



# AlSouria.net Sections



News



Opinion



In-Depth Studies



Multimedia



Book Review

## News Section

### Syria

This section covers **political, military, humanitarian** and **local news** through a **network of reporters** who conduct interviews with prominent political, military and national figures. **77%** of news content **covering Syria** is **exclusive to AlSouria.net**.

### International

This section provides a **unique** and **comprehensive** overview of relevant international news by offering **accurate information** and **analysis**.

### Economy

This section focuses primarily on **key economic** and **financial developments** effecting Syrians and the **impact on their livelihood** through the publication of situation briefs on **Arab** and **international economic relations**.

## Opinion |

This section is dedicated to **political analysts** and **writers** specialized in the Syrian and regional affairs. It seeks to **share** a wide range of **opinions** and **analysis** depicting Syrian and regional issues from **multiple perspectives**. AISouria.net also sheds light on Syrian affairs **coverage by the Arab press**.

## In-Depth Studies |

Specializes in **reviewing** and **analyzing** the most **important studies** on Syria and other regional issues.

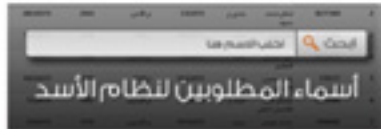
## Multimedia |

Focuses on **presenting news** in a **visually artistic** manner such as **infographics, drawings, and short films**.

## Book Review |

Reviews books on the Syrian cause and its **repercussions on the world**. It **provides reviews** of English and French books not available in Arabic.





## الأكثر قراءة

### في اليوم في الشهر

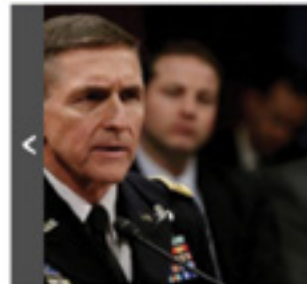
- مرسوم يسهل على السوريين في الخارج إجراء معاملاتهم المتعلقة بالأحوال المدنية
- المعارضة تحقق تقدماً داخل مدينة درعا وخسائر النظام بالعشرات
- معارك الباب تدخل مرحلة مفصلية.. سباق محموم للسيطرة عليها.. فكيف تعرقل المعارضة تقدم النظام نحوها؟
- على خلفية فضيحة اتصالاته مع روسيا.. استقالة مستشار الأمن القومي الأمريكي "مايكل فلين"



## انتقدت روسيا لفشلها بالضغط على النظام.. المعارضة السورية تشكك بجدوى مباحثات "أستانا"

أثارت جماعات المعارضة السورية شكوكاً أمس في حضورها محادثات السلام التي تدعمها روسيا في كازاخستان هذا الأسبوع متهمة موسكو بعدم التمكن من إلزام نظام...

اقرأ المزيد



على خلفية فضيحة اتصالاته مع روسيا.. استقالة مستشار الأمن القومي الأمريكي "مايكل فلين"



وسط الانقاض.. آثار حلب بانتظار الترميم



انتقدت روسيا لفشلها بالضغط على النظام.. المعارضة السورية تشكك بجدوى مباحثات "أستانا"



خرج "تنظيم الدولة" لكن الخراب قضى على الكثير.. مزارعو العراق بانتظار الفرصة لتعويض خسائرهم

## Accomplishments in 2016

Section	Total content	Category	Sub-Category	Number
News	7,585	Local Affairs	Politics	3,789
			Economics	1,381
			Variety	160
		International Affairs	Politics	1,786
			Economics	238
			Variety	231
Opinion	1,313	Exclusive Articles		63
		Selected Articles		1,213
		Translated Articles		37
In-Depth Studies	108	Studies		30
		Reports		69
		Western Books		9
Multimedia	167	Infographs		43
		Design photos and video production		124

# In-Depth Studies | Most Important Studies and Reports 2016

## Political Affairs

### **Damascus Under Captivity.**

Behind the **Growing Conflict** Between Russia, Iran, and Assad.

**Corruption** Kept Assad's Army From Collapsing.

**The Soft Information War:** The Media Model.

**Syrian Economy** Plays a Major Role in the Rise of Extremism.

**Improving Livelihood** in Syria's Liberated Areas.

Religion and Sociology: Jihad Ideology and **Jihad Against the Homeland.**

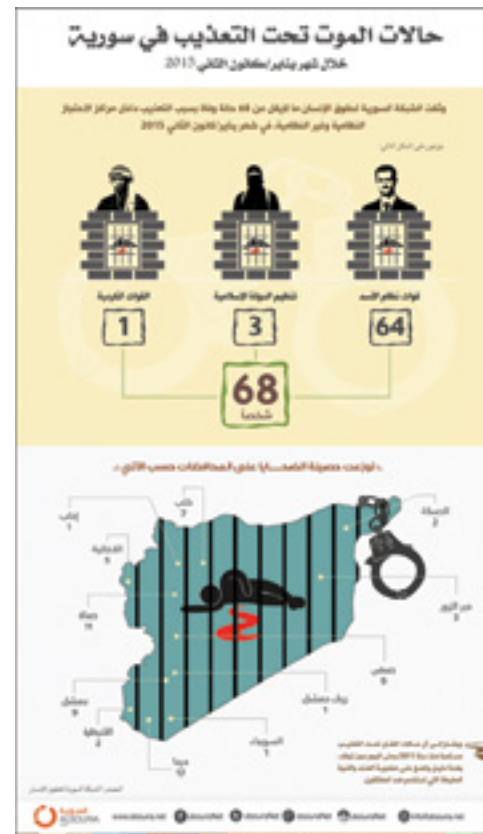
## Rights and Freedoms

**Refugees** and **the Identity Struggle.**

**Stereotyping Islam** and Muslims in American Media.

**Alawites** and Their Journey Into and Out of Syria.

# Multimedia



# AlSouria.net Accomplishments

since Establishment through 2016

39,025	News
5,478	Opinion
564	In-Depth Studies
461	Multimedia
21,059,007	Page Viewers
14,627,115	Sessions
13,384,046	Unique Visitors



**www.AISouria.net**



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**USA**



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