



# ANNUAL REPORT

المنتدى السوري  
SYRIAN FORUM



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2018

Annual Report 2018  
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## Mustafa Sabbagh

Chairman of the Board



The Syrian Forum has successfully distinguished itself over the years with its active engagement in the Syrian cause through our work to help Syrians develop their abilities and struggle towards their aspirations enabling them to overcome their challenges.

Our work in the fields of employment, training, economic empowerment, education, and strategic planning reflects our vision towards a society of justice, equality, and intellectual advancement.

Despite the challenges and immense difficulties we face as a civic organization focused on the Syrian cause, the successes we have achieved afforded us the necessary ability to develop the organization's functional systems, embrace the opportunities arising from the challenges, and build strategic partnerships with Arab and international organizations.

As we build on our accomplishments over the past six years we look forward to the upcoming year to continue investing in Syrians while reinforcing self-sufficiency and supporting sustainable growth projects.

During the past six years we, at the Syrian Forum, focused on helping empower Syrians and develop Syrian communities through our integrated programs and a professional team of more than 1,400 members.

We were able to implement hundreds of economic empowerment projects that benefited countless Syrians. We were also able to build the governance and logistical capacity of hundreds of local administration councils and enhance communication and coordination between many local communities and entities.

We have achieved remarkable successes and strategic partnerships that have been established with local, regional and international organizations, which have contributed to providing quality projects and access to various Syrian communities and improve their ability to reach self-sufficiency.

Our mission of hope will continue with a focus on building a more self-reliant and dignified Syrian society through rebuilding Syrian individuals and entities within a more prosperous and secure communities.



**Ghassan Hitto**

Chief Executive Officer



- A nonprofit organization with 6 programs dedicated to rebuilding Syrian Lives, established in 2011
- Syrian Forum and its partners are comprised of 13 offices in Syria, Turkey, Austria, the United States and Qatar
- Employs 1,455 dedicated staff members

## Our Vision

A stable and dignified Syrian society at home and abroad that can build a just and prosperous future for its children, rooted in both contemporary universal values and Syria's rich culture and history.

## Our Mission

To enhance social stability and economic self-reliance among Syrians affected by the conflict at home and abroad through sustainable development projects, educational opportunities, innovative job training and placement, effective self-governance, policy advocacy, and media representation.

# Objectives

- Empower and develop Syrian civil society and invest in local administration
- Develop Syrian institutions in order to promote efficiency, integrity, and professionalism in civil society
- Foster economic development and create employment opportunities for Syrians in need
- Offer strategic solutions and policy alternatives in matters related to Syria and its surrounding region
- Reinforce a political culture with the capacity to develop and strengthen democratic institutions in Syria

# Why Syrian Forum

- Our programs are proven yet innovative. We collaborate with organizations from around the world to address the most significant issues facing Syrians.
- Our team is capable, dedicated, and constantly improving. Through special trainings and education programs, we continually invest in the professional development of our staff.
- Our organization is diverse. From different sectors and professional backgrounds, each staff member offers unique knowledge and skills. Most important, our team reflects the diversity of Syrian society.
- Our mission is empowerment. We enable Syrian communities to help themselves, to build their own future.

# Departments

Since 2011, KPMG has conducted a comprehensive financial audit of Syrian Forum annually



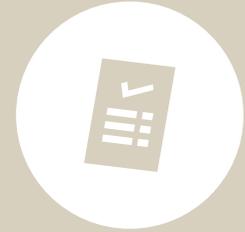
**Programs  
and Development**



**Accounting and  
Legal Support**



**Admin and  
Human Resources**



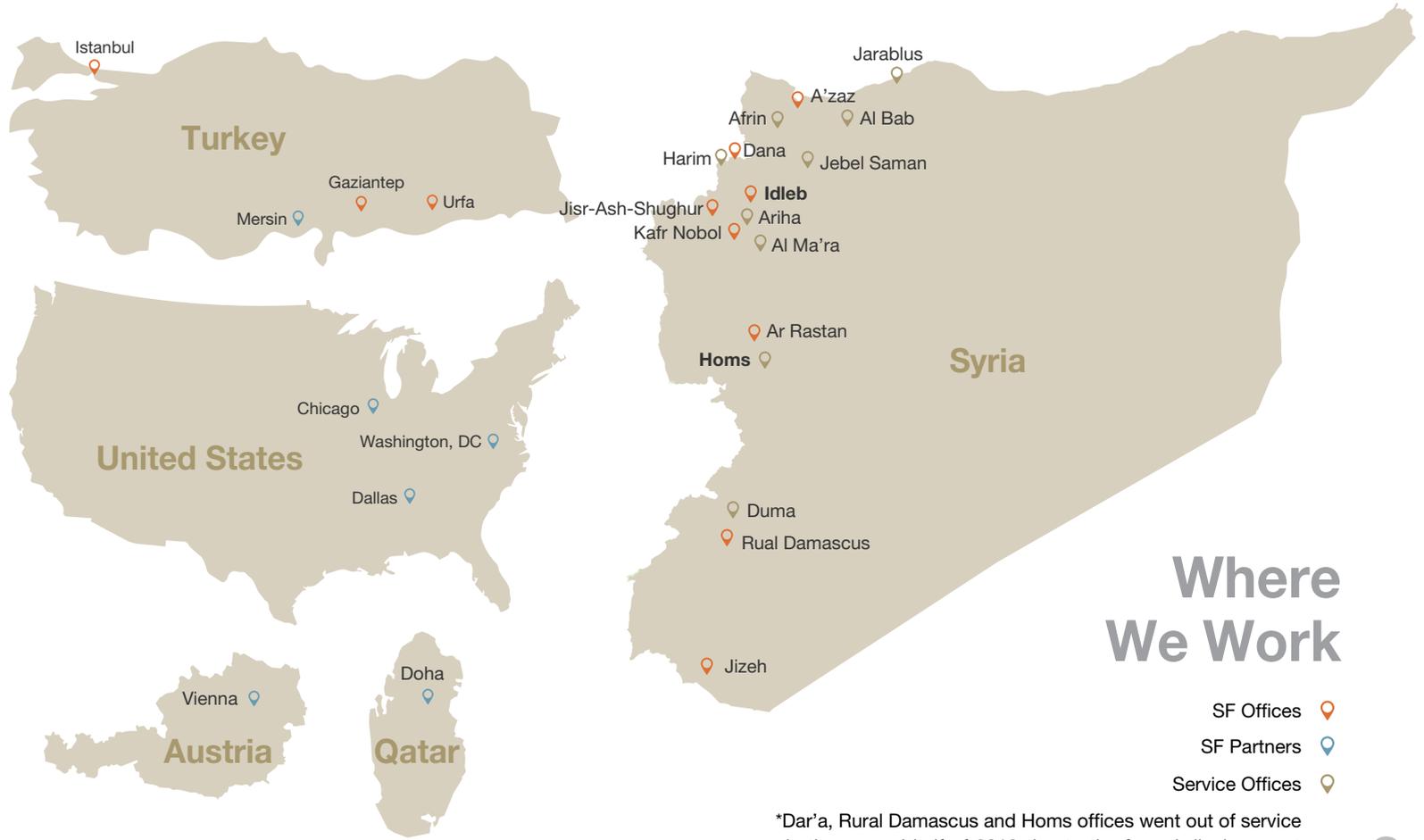
**Internal  
Audit**



**Information  
Technology**



**Media and  
Communications**



\*Dar'a, Rural Damascus and Homs offices went out of service in the second half of 2018 due to the forced displacement





**Relief and  
Development**



**Economic  
Empowerment**



**Training and  
Innovation**



**Youth  
Support**



**Public Policy  
Research Center**



**Media**

## Syrian Forum's Programs

# Activities

- The Syrian Forum, through its sponsorship of the 6th Science Convention of the Syrian Association for Mental Health, facilitated the training of nearly **200** Syrian mental health specialists on different skills to meet the needs of Syrians who suffered psychological trauma due to the war.
- The Syrian Forum contributed to the efforts of **SAMS'** 18th convention in Istanbul to promote collaboration between Syrian organizations that cater to the needs of the Syrian people not just through crisis management but also by offering solutions to develop the health and medical education sectors in Syria.
- **Lamset Dafa 4** campaign distributing winter clothes to Syrian families in Rual Idleb and some Turkish provinces like Siirt, Mersin, and Hatay (in cooperation with Vakfi Kırkhan Sosyal Yardımlaşma ve Dayanışma) benefiting more than **5,000** people.
- Organizing Farhat el-Eid (Joy of Eid) event and entertainment activities for **70 orphans** in cooperation with the Syrian community in Istanbul.



# Strategic Partners



وحدة المجالس المحلية  
Local Administration Councils Unit



SYRIAN FORUM  
USA



SYRIAN FORUM  
AUSTRIA



هيئة شام الإغاثية  
SHAAM RELIEF  
FOUNDATION



قطر الخيرية  
QATAR CHARITY





## وحدة المجالس المحلية

Local Administration Councils Unit

One of the most important partners of the Syrian Forum, as it focuses, through its programs, on the development of communities and local councils and activating local governance practices to serve the Syrian society and its individuals.

The Local Administration Councils Unit helps the Syrian society rise by providing local communities with active roles in running their operations, facilities, and resources through local services and administration units, in addition to reinforcing the concept of local administration by providing the services needed to support local councils in Syria, monitoring their work, building their capacities, and enhancing community participation in local governance.







## SYRIAN FORUM USA

Established in 2015 and operates through its offices in Chicago, Dallas and Washington DC,

The Syrian Forum USA works with Syrian Forum on programs that sustain Syrians' lives, deliver need based direct relief, provide vocational training programs and job placement services, in addition to support research programs that target academics and decision-makers through:

- Holding private and public meetings with local communities to educate them about the Syrian humanitarian cause
- Completing the merger with the Syrian Expatriates organization and Hope for Relief and Development
- Co-sponsoring 5 conferences in the US to enhance the relationship with partners and other organizations
- 4 main tours, visiting 10 states and more than 19 communities and 40 mosques
- Activating the partnership with SAC (Syrian American Council)
- Participating in the Syrian revolution's anniversary







## SYRIAN FORUM AUSTRIA

Syrian Forum - Austria, in conjunction with European organizations, is working on the Refugee Employment, Support, and Training (REST) program in Europe, the program started in October 2016 and will continue through February 2018.

- The program covers Austria, Italy, France, Greece, Bulgaria, Germany, and the Netherland which was included in 2018 in collaboration with Acumen Business Services,
- The program aims to involve more than 50 companies and organizations, private and governmental, in each country to create initiatives that provide refugees with access to employment,
- The program focuses on providing training programs as well as orientation and consultation sessions for employment and job application, cultural and linguistic communication between employers and refugees, and on-the-job training.
- Supporting joint projects between provinces as a creative response to the challenges relating to refugee assimilation into organizations and associations.





# Relief and Development Program

## At the Syrian Forum

This program is implemented by Ihsan team, and it focuses on the following sectors:



**Food Security  
and Livelihoods**



**Shelter and NFI**



**WASH**



**Protection**



**Education**



# Accomplishments 2018



**3,433,591**

Number of Beneficiaries



**8,561,786**

Number of services provided to Beneficiaries



**\$40,852,745**

Total Value of Projects in 2018



**\$7,702,837**

Total Value of ongoing contracts signed in 2018



**43**

Number of Implemented Projects



**\$48,555,582**

Total Value of Projects and Ongoing Contracts

# Accomplishments since Establishment through 2018



**\$150,798,601**

Total Value of Projects



**31,775,813**

Total Number of services provided to Beneficiaries



**361**

Total Number of Implemented Projects

# Financial Report

**\$48,555,582**

Total Value of Projects  
and Ongoing Contracts

**\$40,852,745**

Total Value of Projects  
in 2018

**\$2,506,164**

Total Payroll  
and Expenses

**6.13%**

Administrative Costs



# How We Work

## Needs Based

Our approach to programs is one that is built on listening to the local communities and identifying their 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

We 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.

## Policies and standard operating procedures

The program operates within policies developed based on the requirements of each sector. Each of these policies follows the standard operating procedures, which explain the mechanism of work within the departments in detail, in addition to the roles and responsibilities of those within the department.

## Monitoring, Evaluation, Accountability and Learning

Through this function, we are able to monitor the outputs of programs and measure their impact throughout baseline and endless assessments. It also provides access to beneficiaries to give their feedback and complaints. Our MEAL department allows us to learn lessons from previous projects and apply them moving forward in order to strengthen our future programming.

## Institutional Support

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



## Food Security and Livelihoods

954,611

Beneficiaries

\$24,545,542

Total Support

### Rapid Response

Distributing bread rations and monthly food baskets directly or through food vouchers, in addition to urgent response to displaced families.

### Development Projects

- Providing **700** grants for small business projects
- Providing food security and livelihood technical trainings to **82,000** beneficiaries
- Rehabilitating agricultural land and infrastructure through a “Cash for Work” program
- Providing **4,100** cattle heads, feed, medications, and technical training to benefit cattle ranchers
- Supporting **10** food manufacturing centers to support families’ income benefiting **480** individuals
- Olive harvest project benefiting **140** women through training on harvesting and product marketing methods
- Providing **100** cattle heads for **100** beneficiary women as part of the women’s economic empowerment program
- Supporting more than **3,500** hectares and providing farmers with the primary inputs for wheats and summer and winter vegetables
- Educating the farmers on intercropping, through which a particular crop is grown among other plants to increase food diversity and generate new income for farmers

Beneficiaries

123,642

25

Total Support

\$158,281

Rehabilitated  
Homes

NFI/Shelter



The program focused primarily on providing life-saving aid to families fleeing violence and offered specialized support to those enduring harsh winter conditions in the host communities in Idlib by:

- Providing winter clothing, blankets, solar lamps, sleeping essentials, heaters, and heating fuel
- Distributing winter aid vouchers allowing enabling recipients to select items that best addressed their own needs
- Rehabilitating more than **25** homes damaged by bombs in Idlib governorate: clearing rubble, repaired the structures, and restored running water and electricity to each home
- Installing water tanks to ensure the return of the displaced to their homes



## WASH

33

Water  
Station

1

Tank Irrigation  
Project

1

Medical Waste  
Treatment

1,601,432

Beneficiaries

\$8,041,168

Total Support

- Rehabilitating water and sewer systems in Aleppo and Idleb
- Collecting medical waste from **22** local hospitals to combat the spread of diseases and preserve wellness
- Distributing hygiene kits for families and dignity kits for women and girls in refugee camps and hosting societies
- Supporting the operation of water stations and supplying them with equipment such as generators, pumps, fuel tanks, disinfectants, and labor wages
- Transporting water tanks to areas lacking water resources or networks, giving families in Idleb - al-Dana access to drinking water (**150** liters/day for each family)
- Training station employees on monitoring machine performance to ensure optimum operation and offered workshops to enable participants to establish an effective payment system that would guarantee projects' sustainability after they are handed over to the local councils



Beneficiaries **403,017**  
Total Support **\$4,202,325**

**13**  
Mobile  
Team

**15**  
Protection  
Center

Protection 

## Child Protection

The program continued to support youth protection centers which opened in prior years and added new centers in Ariha in Idleb governorate as well as Qabasin and Anjara in Aleppo governorate, with a capacity of more than 100 child/youth daily.

The centers offer:

- Entertainment, social, and mental health support activities
- Film screening, open dialogue sessions, and athletic activities
- Job training courses to prepare youth for launching their careers
- Case management services for vulnerable children by a group of **18** qualified mental health support specialists

## Gender-Based Violence

- Providing women awareness campaigns within the local communities
- Offering case management services for women and girls suffering from Gender-based violence
- Providing women's social and mental health support activities offsite through mobile teams
- Offering services to survivors of gender-based violence and provided safe spaces for women and girls, in addition to psychosocial support, and vocational trainings
- Number of women beneficiary is **119,000**



## Education

97

School

564

Teachers  
Employed

350,889

Beneficiaries

\$3,905,429

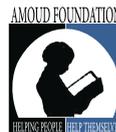
Total Support

The program's services included:

- Providing students and teachers with learning kits, as well as covering the teachers' salaries
- Fully restoring school buildings and covering monthly operating costs
- Preparing for winter by covering the cost of heaters and heating fuel
- Offering training courses for teachers and students, including Education in Emergencies (EiE)
- Developing safety plans and providing schools with necessary safety supplies, such as fire extinguishers and first aid kits
- Conducting activities pertaining to child protection, such as awareness campaigns, back-to-school campaigns, and entertainment activities
- Teaching students about explosive remnants of war (ERW) and improving school safety and security in line with international standards



# Partnerships



# Economic Empowerment Program

## At the Syrian Forum

This program is implemented by Rizk team, and it works on:



**Vocational  
Training**



**Job  
Placement**



**Creating Job  
Opportunities**



# Accomplishments 2018



**4,387**

Number of Employed



**1,324**

Number of Trainees



**20,260**

Number of Beneficiaries



**23,501**

Number of Training Hours



**7,674**

Number of Registered Applicants

**836**

Number of Orphans beneficiaries

# Accomplishments since Establishment through 2018



**17,263**

Number of Employed



**88,321**

Number of Beneficiaries



**44,608**

Number of Registered Applicants



**2,934**

Number of Trainees

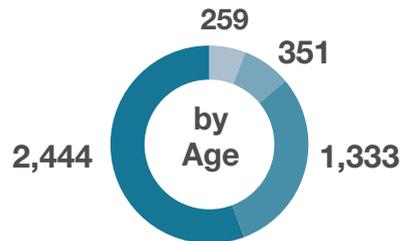


# How We Work

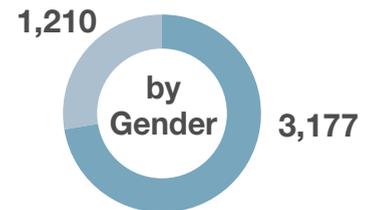




## Employment Statistics **4,387**



29 - 38 ■ 19 - 28 ■  
49 - 58 ■ 39 - 48 ■



Male ■ Female ■

Dentistry	12
Internal Medicine	9
Veterinary Medicine	4
Obstetrics and Gynecology	3
Urology	1
Psychiatry	1
Pediatric Medicine	1
Orthopedics	1
Pharmacology	7
Lab Technicians	5
Orthodontics	6
Nursing	16
Psychotherapy	1
Mechanical Engineering	15
Computer Engineering	5
Architecture	5
Electronic Engineering	3
Electrical Engineering	2
Civil Engineering	2

Agronomy	1
Accounting	135
Law	1
Trainers	19
Translation	112
Teaching	31
Administrative Services	423
Marketing	650
Photography	8
Designers	111
Computer Programming	49
Chefs	104
Drivers	25
Farming	442
Workers	1,043
Handicraft	47
Textiles	138
Upholstery Furnishing	18
Software Maintenance	36

Shoemaking	2
Auto Electrician	5
Auto Painting	4
Auto Repair	1
Cell Phone Repair	32
haircut	18
Tailoring	304
Construction Workers	16
Tile Installation	18
Painting	56
Decoration Workers	37
Carpentry	74
Blacksmith	115
Aluminum Worker	34
metalworking	123
Plumber	9
Electrician	35
Air Conditioning	12

# Vocational Training Programs

Course Title	Course Location	No. of Trainees	Training Hours
Graphic Design	Urfa	8	24
Android Basics	Istanbul	2	480
Graphic Design		20	128
Graphic Design + Turkish Language	Gaziantep*	10	560
Turkish Language		500	154
Computer Basics + Turkish Language		14	266
Computer and Accessories Maintenance + Turkish Language		50	1,575
Executive Assistant + Turkish Language		32	1,183
Commercial Correspondence in English and Turkish		38	1,463
Accounting + Turkish Language		60	1,302
Circular Knitting Machine + Turkish language		95	1,988
Thread Quality Control + Turkish Language		25	693
Filling Bobbin Winder + Turkish Language		114	2,597
Circular Weaving Machine+ Turkish Language	7	462	

<b>Course Title</b>	<b>Course Location</b>	<b>No. of Trainees</b>	<b>Training Hours</b>
Trico Knitting Machine + Turkish language	Gaziantep*	3	259
Thread Machine Maintenance + Turkish language		16	504
Shoe Design + Turkish Language		36	1,512
Packaging + Turkish Language		43	1,015
PVC Door and Window Cutting + Turkish Language		23	728
Carpentry + Turkish Language		21	931
Upholstery Furnishing + Turkish Language		15	427
Iron Cutting + Turkish Language		18	364
Blacksmithing and Electric Welding + Turkish Language		31	2,065
Metal Facing and Turning Machine + Turkish Language		43	1,848
Milling Machines + Turkish Language		38	1,078
CNC Machine + Turkish Language		11	609
Construction, Gypsum, and Paint + Turkish Language		51	1,470

\* These programs were conducted in partnership with Gaziantep Chamber of Industry

# Events

- MÜSİAD - Istanbul
- Turkish Lira Support Campaign - Istanbul
- Textile Industries Exhibition - Istanbul
- Job Fair - İŞKUR - Istanbul
- International Refugee Congress - OXFAM - Istanbul
- Increasing the Employment of Syrian Youth (Ayden University) - Istanbul
- Construction & Decoration Exhibition (TÜMSİAD) – Urfa
- Food & Agricultural Products Exhibition (TÜMSİAD) – Urfa



## Media Coverage





with Istanbul's Governor

# Cooperation Agreements

Partnerships with distinguished local and international organizations have been developed to improve employment methods and mechanisms of Syrian refugees, providing specialized courses for vocational training and employment, as well as organizing activities offered by other organizations that help Syrians.



## Strategic Partnerships

# Training and Innovation Program

## At the Syrian Forum

This program is implemented by Bousla team, and it focuses on:



**Governance and  
Local Administration**



**Vocational  
Training**



**Capacity Building for  
Civil Society Organizations**



**Principals/Teachers  
Professional Development**



# Accomplishments 2018



**3,472**  
Trainees



**4,062**  
Training hours



**3,844**  
Applicants



**2,644**  
Certified Participants



**135**  
Training Courses

# Accomplishments since Establishment through 2018



**8,570**

Training hours



**11,029**

Trainees



**392**

Training Courses



**7,059**

Certified Participants

# Why Bousla

## Coaching

Provides effective model that improves performance and skills through individual supervision, follow up, support, personal and professional development, and guidance

## Unique Tools

Provides helpful resources, such as course handbooks and video guides, to enhance the knowledge and experience of the trainee





## **Comprehensive Approach**

Provides training programs that complement services offered by other Syrian Forum organizations, such as Rizk's professional training for applicants and Ihsan's human resources development

## **Industry Standards**

Raises the training industry's standards in terms of scope and innovative educational methods

## **Targeted Trainings**

Offers effective trainings in line with the programs undertaken by the targeted beneficiary groups

# 2018 Programs

Training	Location	No. of Trainees	Training hours
Psychological Counseling	Gaziantep	8	9
Public Speaking Skills for Trainees	Dar'a - Idleb – Rural Aleppo	13	16
Supervision and Coaching Skills for Coaches	Skype	5	6
Writing Reports	Idleb	37	24
Work Team	Gaziantep	20	4
Water Station Operation and Maintenance + Governance	Idleb	44	24
Human Resources Management	Gaziantep	32	2
Project Lifespan + Governance	Rural Homs	8	40
Food Manufacturing Techniques	Idleb	17	12
Education Quality Improvement	Rural Aleppo	143	67
	Dar'a	24	36
	Rural Homs	100	11
Good Agriculture Practices for Summer Vegetable	Rural Hama	100	12
	Rural Aleppo	56	5

<b>Training</b>	<b>Location</b>	<b>No. of Trainees</b>	<b>Training hours</b>
Psychosocial Support	Gaziantep	30	64
Rebuilding the Economy - Coaching	Rural Aleppo	24	36
Small Projects Management	Idleb	471	324
	Rural Aleppo	298	216
Accountability	Idleb	32	24
Summer Crops Practices	Rural Hama	100	12
	Rural Aleppo	140	15
Social Initiatives	Gaziantep	18	32
Functional Leadership Basics	Gaziantep	12	6
	Rural Aleppo	33	36
Reading Therapy	Idleb	78	54
Press, Media, and Peace Building	Gaziantep	25	30
Project Management and Governance	Idleb	5	24
Development Project Management	Idleb	20	32

# Programs 2018

<b>Training</b>	<b>Location</b>	<b>No. of Trainees</b>	<b>Training hours</b>
Livestock and Cattle Care	Dar'a	60	10
	Rural Aleppo	145	17
Journalistic Reporting and Editing	Istanbul	20	20
Vocational Training	Idleb	213	972
	Rural Aleppo	228	972
Safety and Security	Idleb	37	24
Education Supervision and Child Protection for Protection Officials	Idleb	18	18
Education Supervision and Child Protection for Mentors	Idleb	20	30
Classroom Management	Rural Aleppo	682	660
	Dar'a	124	138
MS Project	Gaziantep	12	18
Microsoft Office Specialist	Gaziantep	20	10



# Program Highlights

## Social Initiatives

**22**

**Beneficiaries**

**4**

**Initiatives resulting from  
the training**

Aims to activate the available human resources and launch a number of social initiatives that can create added value to the beneficiaries such as women economic empowerment, motivate reading, youth's skill development and recycling waste materials.

## Manahel Program

**100**

**Beneficiaries**

**5**

**Trainers**

**6**

**Months**

The first of its kind in its training methodology "Coaching", tools, and the team that implements activities to build the capacities of teachers and instructors inside Syria (Idleb and Aleppo).

## Training Psychological Counselors

**27**

**Beneficiaries**

**80**

**Training hours**

**5**

**Months**

The program trained a group of psychologists through weekly sessions and activities in order to equip them with the necessary skills to join psychological support and protection centers.

# Partnerships



# Youth Support Program

## At the Syrian Forum

This program is implemented by Njoom ALGhad Academy team, and it focuses on:



**Attracting Syrian  
Athletic Talents**



**Providing Sport Skills  
and Psychosocial Support**



**Building Bridges between  
Syrian and Turkish Youth**



# Njoom AlGhad Academy

Established in 2014, as the first program of its kind for Syrian refugees in Turkey. It organizes sports and recreational activities between Syrians and their Turkish peers through friendly soccer matches.

- **80** soccer players divided into 2 teams in Esenyurt and Bayrampaşa districts in Istanbul
  - Juniors 6 – 12 years' old
  - Youth 13 – 22 years' old
- **20** teams and **400** players from different Syrian and Turkish schools participated in Njoom AlGhad 4th Annual Soccer Tournament for Syrian students, where Njoom AlGhad team scored first place
- Njoom AlGhad youth team participated in Istanbul's Soccer Tournament (Ramadan Tournament)
- Njoom AlGhad junior team also participated in Esenyurt Soccer Tournament



# Accomplishments since Establishment through 2018

 **168**  
Friendly Matches

 **330**  
Training Activity

 **17**  
Soccer Tournaments

 **181**  
Psychosocial Support Activities

# Public Policy & Research Center

## At the Syrian Forum

This program is implemented by Omran team, and it focuses on the following:



**Public Services**



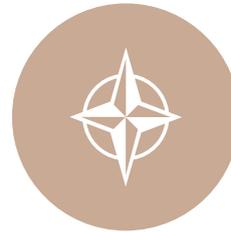
**Governance and Political System**



**Security**



**Rule of Law**



**Regional and International Affairs**



**Development**



# Accomplishments 2018



**6**

Studies



**140**

Media Appearances



**55**

Research Papers



**66**

Conferences and Events



**14**

Editorials



**2**

Books



**89**

Military Maps



**3**

Survey and Polls



**96**

Published and Unpublished Reports

# Accomplishments since Establishment through 2018



**47**

Studies



**415**

Media Appearances



**329**

Research Papers



**251**

Conferences and Events



**100**

Editorials



**9**

Books

# Why Omran

## Promoting a Reform Agenda in Syria

As an entry point for stability, security and development

## In-Depth Assessment

Conducts critical analysis of current political and social issues in Syria and the surrounding region through direct access to information on the ground

## Bridge-Building Platform

Provides a platform for Syrian policy makers, human rights activists, local council members, and scholars to exchange and develop new ideas and solutions in Syria



## Accurate Field Information

Through a network of relationships, field researchers and partnerships

## Extensive Reach

Among the Syrian, regional and international decisions makers, and provide analysis and opinion for Arab and international sites



## Issues

- The Political Process
- Security and Military
- International Forces
- Terrorism and Extremist Groups
- Identity and Culture
- Constitutional and Elections' Process
- Rule of Law and Accountability
- Refugee Resettlement
- Family Resources Development
- Education
- Healthcare
- Local Economic Development
- Regional and International Geopolitical Affairs
- Women and Youth Empowerment

## Research Programs

- Governance
- Security and Military
- Kurds Affairs
- Rebuilding Syria

# Studies and Research Papers Highlights

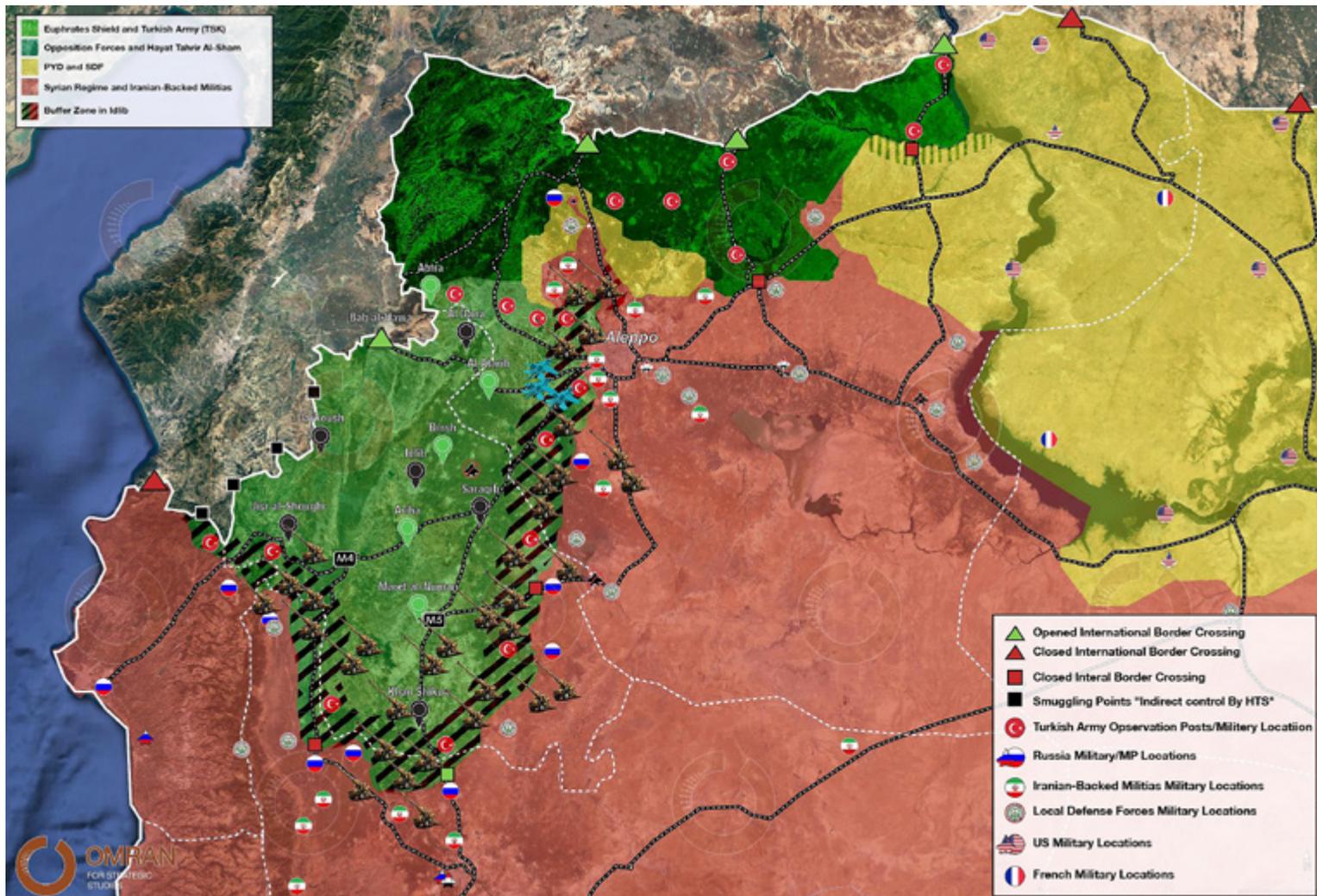
- Realities and Challenges of Syrian Refugees Livelihood in Turkey (Survey) - January
- The Progress of the Relationship Between Self Administration, the Regime, and Russia in 2016-2017 - January
- Mythologizing or Beginning? Eastern Ghouta: The Gateway to the New Syrian Scene - March
- Syria's Military and Anticipated Transformations - March
- Iran's Economical Positioning in Syria - April
- "Mobilization" Not "Liberation": Political Implications of the Three-Pronged Attack on Assad - April
- Syrian Women's Participation in Politics - May
- Containing and Controlling Idleb in the Syrian Crisis Track - May
- Self-Administration in Northern Syria: Legitimacy and Identity issues - June
- Jordan and Southern Syria: Relationship Identifiers and their Future Under Internal and Regional Tensions - June
- Displaced in Idleb: A Study of the Challenges and Outcomes in Light of the Turkish-Russian Understanding - October
- Reality of Living in Refugee Camps: A Case Study in Northern Syria - October
- Regime Administration of Localities: Understanding Local Administration Election Results - November
- Idleb Agreement Gains and Losses: Preludes, Challenges and Fate - November

# Editorials Highlights

- From Qalamoon: Signs of New Regional Administrative Divisions - January
- UN Role in the Syrian Crisis: Problem and Causes - April
- Eli Cohen's Watch (Kamel Amin Thaabet) Ticking Again in Tel Aviv - July
- Idleb on the Russian Track: The Probabilities of Constants and Variables- July
- The Regime and Resolving the Detainees' Dossier: Death of "Natural" Causes - July
- Return to Pre-Arab Spring: Syria as a Model - August
- The Battle of Idleb: Cautious Security Understandings and Required Local Roles - September
- Underwhelming Elections and Overwhelming Instability in Assad-Controlled Areas - September
- Local Administration Elections in Syria: Impossible Governance - October
- Displaced in Idleb: Between Current Day Tragedy and Future Concerns- October
- Displaced Syrians and the Struggles for Life - October
- General Budget as a Tool to Manipulate the Economic Reality in Syria - December
- US Military Withdrawal From Syria: Filling the Void - December

# Special Reports Highlights

- The Reality of Governance and Reconstruction in Syrian Regime Areas - June
- Developments in Syria Per Russian Media and Research Centers - June - July
- Preliminary Insight into Assassinations in Opposition and Jihadi Group Areas in the First Half of 2018 - July
- The Reality of Governance and Reconstruction in Syrian Regime Areas - July
- Special Report: Situation on the Field and Expected Scenarios in the Last De-Escalation Zones - August
- The Reality of Governance and Reconstruction in Syrian Regime Areas - August
- The Reality of Governance and Reconstruction in Syrian Regime Areas - September
- Buffer Zone Agreement in Idleb: Context, Current Situation, and Trends - October
- The Reality of Governance and Reconstruction in Syrian Regime Areas - October
- Assassinations in Opposition Areas from July to October 2018 - November
- The Reality of Governance and Reconstruction in Syrian Regime Areas - November
- The Reality of Local Administrative Structures in the Governorate of Idleb - December
- The Reality of Governance and Reconstruction in Syrian Regime Areas - December



# Books

## Centralization and Decentralization in Syria: Concepts and Practices (in Arabic and English)

The book argues for the importance of restoring legitimacy, lost by all parties, by organizing local governance tools based on the local councils model which was neither too federalized nor centralized. It rather strengthened local structures and delineated the limits of the powers of the central government based on granting authorities rather than mandates which fall under the control of the centralized state.

The book stresses the need to develop a decentralized Syrian model that avoids the duality of political/administrative decentralization or federalization/centralization, and moves towards sharing authorities and functions and thus moving from local administration to local government. This undoubtedly requires further development and discussion, but we present this work to start a dialogue among Syrians on the best form of Syria, which is more localized now than ever, especially after years of natural decentralization.





### **Transformations of the Syrian Military: The Challenge of Change and Restructuring (in Arabic and English)**

Based on the need to redefine the roles of the military establishment in Syria in light of the profound transformation that the concept of national state has witnessed, and what that transformation requires in terms of dismantling and analyzing the role and structure of the Syrian army as well as its ideological identity and the main interpretations of its movement.

Omran Center published a book titled “Transformations of the Syrian Military: The Challenge of Change and Restructuring”, which argues that the military establishment has lost its efficacy and nationalism as well as its ability and qualification to protect the outcomes of the political process and preserve stability. The book further shows instability indicators on the active players’ map and their effect on the “centrality of security and defense functions”, and also shows the final structure of power centers in the military after potential merges.

# Events

<b>An introductory meeting</b>	<b>Expert Workshop</b>	<b>Seminar</b>
<b>Centralization &amp; Decentralization in Syria</b>	<b>Local Governance in Future Syria</b>	<b>The Arab World from Division to Reconciliation</b>
to discuss the book's content, opinions and insights with a number of researchers, politicians, and media specialists.	In cooperation with the Local Administration Councils Unit (LACU) and Swiss Peace organization on "Local Administration in Future Syria".	Held by the Middle East Studies Center in Amman, Jordan within the National Reconciliation in the Arab World track: National Reconciliation in Syria.
<b>Seminar</b>	<b>Seminar</b>	<b>Academic Seminar</b>
<b>Idleb - The New Phase in The Syrian Crisis</b>	<b>Held by ESRC Strategic Network Specializing in Justice, Conflict, and Development</b>	<b>Syrian Revolution Outlook</b>
Held by SETA to discuss scenarios on the future of Idleb governorate.	To compare policies of conflict, justice, and development in Columbia, Uganda, Sri Lanka, and Syria. Omran presented the comparison on Syria regarding legal issues and good governance methods.	Omran Center presented two papers: <ul style="list-style-type: none"><li>■ Jihadi Movements Approach to Local Governance and their Effect on the Syrian Revolution: Comparing the Islamic State and Hay'at Tahrir al-Sham</li><li>■ Regime Security Structure Transformation During the Revolution</li></ul>

## Workshops

### **Military Sector Reform in Post-Conflict Syria**

In cooperation with Carnegie Middle East Center, European Union, and Germany as part of the Syria Peace Process Support Initiative (SPPSI).

### **State Building Strategies in Syria Discussion on Centralization/Decentralization**

In cooperation with GCSP and with the participation of Arab and western research centers and key players at local, regional, and international decision making levels.

### **Contexts and Outcomes of the Syrian Cause in 2018**

Omran's Washington office presented an overview of the military developments and projections in Syria, as well as the modes of governance across Syria and their effect on the shape and context of the international political process.

### **Military Trends in Syria - Effects of Policies, Research, and Stability Planning**

In cooperation with Carnegie Middle East Center, European Institute of Peace, and the European Union Institute for Security Studies to discuss issues on military and a future outlook that restores stability in post-war Syria.

### **The Future of Proxy War - Middle East Region**

In cooperation with New America Center, the workshop was attended by several foreign experts and researchers to discuss the future of the wars in Syria, Iraq, Yemen, and Libya, and their role in fostering the rise of cross-border extremist movements.

### **Role of Civil Society in Preserving Human Rights While Rebuilding Syria**

In cooperation with Syrian Legal Development Program and The Day After association on the role of civil society in protecting human rights while rebuilding Syria.

## Conferences

### **Conflict and Cooperation in a Connected World**

Held at the University of Yagelan in Krakow, Poland, where Omran presented a presentation on security and governance patterns in Syria and their future.

### **International Refugee Conference Moving Towards a Better Life for Refugees in Host Societies**

Included civil society organizations catering to refugees in all countries around the world in drafting a special international charter for refugees to be adopted by UNHCR.

### **United Nations Political Bureau Conference on «Local Governance after Political Agreement in Syria**

Omran helped moderate a debate on current and future UN policies and priorities after political agreement has been reached to support stability and local governance.

### **Alsharq Forum Conference “Syria and Global Security; a Multilateral Dialogue on Transition and Post War”**

Omran took part to present new insights on current security issues and suggest frameworks for new security arrangements in the region.





# Collaborations



# Media Track

## At the Syrian Forum

This program is implemented by AlSouria.net team, and covers Syrian and regional affairs through:



**Objective and  
Moderate Content**



**Comprehensive Coverage for  
Syrian Affairs**



**Support Freedom  
of Speech**

## سباق الاستحواذ على "حصّة الأسد" .. "إعادة الإعمار" ميدان تنافس روسي إيراني في سوريا

في غمرة التعاون بين روسيا وإيران على الأراضي السورية، إلا أن نوعاً من التنافس بين البلدين على كسب حصّة اقتصادية أكبر في سوريا يفرض نفسه، ويزداد كلما استأثر أحد الجانبين بمشاريع لإعادة الإعمار، التي... [اقرأ المزيد](#)



## عقدة "إعادة الإعمار" تواجه النظام بحلب: صرف ما يكفي لـ1% فقط من أعمال الترميم

خصص نظام بشار الأسد مبلغاً مالياً يكفي لإعادة إعمار 1% فقط من المناطق المدمرة في محافظة حلب، الأمر الذي يشير إلى مشكلة كبيرة يواجهها النظام اقتصادياً في ملف إعادة الإعمار الذي تحجم الدول عن... [اقرأ المزيد](#)



## وزير في حكومة الأسد يكشف عن عدد المساكن التي تحتاجها سوريا خلال 6 سنوات

كشفت وزارة الإسكان حسين عزنوس في حكومة نظام الأسد، أن سوريا بحاجة إلى 1.1 مليون سكن لمدة ست سنوات، مشيراً إلى أن هذا الرقم "أولي"، دون أي ذكر تفاصيل إضافية عن الموضوع.



# Accomplishments 2018



**5,097**

News



**151**

Multimedia



**843**

Opinion



**20**

Beneficiary Journalists (Training Program)

# AlSouria.net Visitors since Establishment through 2018



**29,671,922**

Page Viewers



**19,486,040**

Sessions



**17,608,517**

Unique Visitor

# Why AlSouria.net



Credible  
Reporting



Objective News  
Coverage



High-Quality  
Content

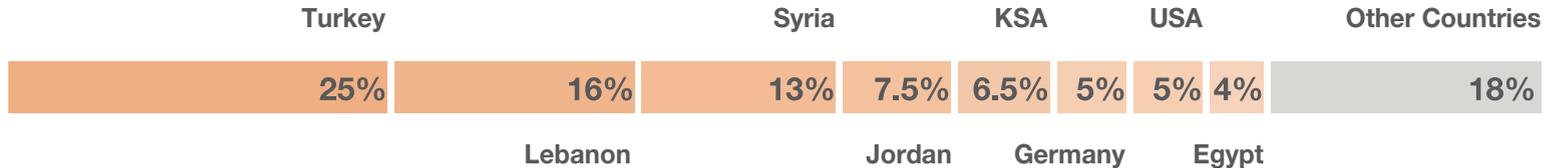


Exclusive Coverage  
of Syrian Affairs



Professional  
Standards

## Our Reach



## Audience



84

From Age 18 - 44

# Impact

Many news agencies republish, reference, and translate our content regularly



مركز الجزيرة للدراسات



 Atlantic Council

**TRT  
HABER**

**sasasa**  
POST



Middle East Institute



**مركز الشرق العربي**  
للدراستات الحضارية و الاستراتيجية - لندن

THE SYRIAN OBSERVER



# AlSouria.net Sections

## News

### Syria

This section covers political, military, humanitarian, and local news through reporters who conduct interviews with prominent political, military, and national figures.

### 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 affecting Syrians and their livelihood through the publication of situation briefs on Arab and international economic relations.

## In-Depth Studies

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

## Multimedia

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

## Book Review

Reviews books on the Syrian conflict and its repercussions for the world, as well as English and French books not available in Arabic.

## Opinion

This section is dedicated to political analysts and writers who specialize in Syrian and regional affairs. It seeks to share a wide range of opinions and analysis on Syrian and regional issues from multiple perspectives. AlSouria.net also sheds light on how Arab media outlets cover Syrian affairs.

# Reports & Opinion Article Highlights

- Law No. 10 and its Dangers to Syrian Refugees and the Displaced
- Rebuilding in Syria: Challenges and Hardships
- The Expansion of Russian and Iranian Influence in Syria
- The Future of Syrian Refugees in Host Countries
- Changes in the Political and Military Structure of the Assad Regime
- Underwhelming Elections and Overwhelming Instability in Assad-Controlled Areas
- Syrian Opposition and the Constitutional Track (A Delegation in Moscow's Basket)
- The Displaced in Syria and the Challenge and Hardships of Life
- Idleb on the Russian Track: Constants and Variables
- Eli Cohen's Watch (Kamel Amin Thaabet) Ticking Again in Tel Aviv
- Crooked Assad.. Crooked Results
- Discord Between Iran and Russia's Proxies
- Military and Economic Competition Between Russia and Iran

السورية ALSOURIA.net

سورية دولي اقتصاد منوع في العمق تعريف بكتاب

**واشنطن بوست: خيبة أمل واستياء بين الموالين للأسد بسبب تدهور الأوضاع المعيشية**

تواصل حالة الاستياء في صفوف الأوساط الموالية للنظام، ضد حكومة بشار الأسد، مع استمرار تدهور الأوضاع المعيشية في البلاد، على الرغم من استعادة النظام...

العرش مقابل الدولار

تراجع مستمر لليرة السورية أمام الدولار.. ما هي الأسباب؟

واشنطن بوست: خيبة أمل واستياء بين الموالين للأسد بسبب تدهور الأوضاع المعيشية

الكرملين يعلق على أُنباء تحدثت عن خطة حول سوريا طرحتها "نتنياهو"



المُنْتَدَى السُّورِي  
SYRIAN FORUM



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