

ANNUAL REPORT 2024

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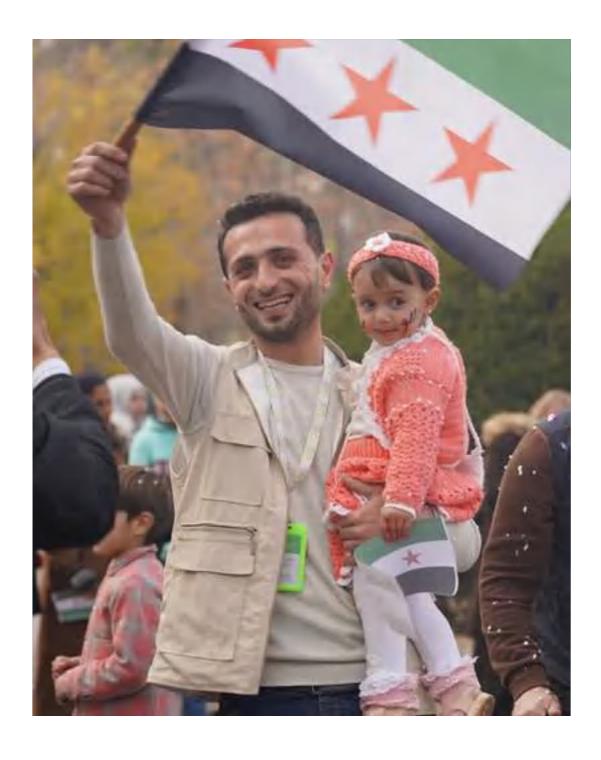
Annual Report 2024

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YOUR COMPASSION IN **ACTION OVER THE YEARS**

+65M Services

335

Schools Rehabilitated

Schools Built and Established 405

Schools **Fully Supported** 8,827

Education Personnel Supported with Salaries

60K

Farmers Trained and Supported

630K

Olive Trees Supported

+1.8M

Livestock Vaccinated 5,038

Small Business Grants Provided

5

Technical Bootcamps +41.8K

Syrians Placed in Jobs (in Syria and Türkiye)

8,731

Houses Built and Rehabilitated

Solar Systems Installed

203

Water Stations and Water Networks Built and Rehabilitated

68

Sanitation Systems Built and Rehabilitated

+297K 36

Psychosocial Support and Awareness Sessions

Child Protection and Women **Empowerment** Centers

636

Research Papers and Studies **Published**

245

Opinion Articles Published

20

Books **Published** +500

Meetings with Key Stakeholders and Member State Missions



Ghassan HittoCo-Founder, Chairman of the Board,
Chief Executive Officer

This past year has marked a turning point in Syria's history, one defined by resilience, recovery, and a renewed sense of purpose.

December 8, 2024, now stands as a symbol of hardwon freedom. It represents not just a political shift, but the collective will of Syrians to reclaim their future.

Liberation means more than self-determination; it means dignity in daily life, the right to heal, to rebuild, to dream, and to lead. This historic milestone was made possible by the unwavering courage of Syrians themselves. Communities, activists, and local leaders came together to assert their agency and chart their own course.

Today, a new chapter for the Syrian Forum has truly begun. With the relocation of our headquarters to Damascus and the opening of a new office in Aleppo—alongside our established presence in Azaz, Idlib, Istanbul, and Gaziantep—we are expanding our reach and deepening our commitment to serve all regions of Syria. Our programs continue to grow, responding to urgent needs and long-term aspirations alike. In parallel, we continue to advocate for Syrians at the international level—amplifying their voices in policy arenas and championing a path toward transitional justice that honors victims, fosters accountability, and lays the foundation for a just and lasting peace.

This is the moment to deepen our resolve, to invest in Syria's recovery, and ensure that hard-won gains are protected and expanded. We remain steadfast—not as saviors, but as allies—in shaping a future where Syria's story is no longer one of loss, but of resilience, recovery, and the boundless potential of its people.

SENIOR MANAGEMENT



M Yaser Tabbara

Co-Founder,
Board Member,
Chief Strategist



Dr. Ammar Kahf
Co-Founder,
Board Member,
VP of Public Policy



Dr. Sinan Hatahet

Board Member,

VP for Investment
and Social Impact



Nour Wetti
VP of Development
and Humanitarian
Affairs



Rania MahjoubVP of Communication



Danny AlbaajVP of Advocacy
and Public Relations

About Syrian Forum

- An international grassroots NGO that helps struggling Syrian communities at home and abroad regain their agency through programs of economic empowerment, human development, good governance, and advocacy.
- Established in **2011**, the Syrian Forum and its partners operate in Syria, Türkiye, Europe, and the United States.
- Employ 1,575 dedicated staff members.

Vision

For Syrians to regain personal agency through good governance, sustainable development, and economic empowerment, fostering a resilient and inclusive society.

Mission

Our mission is empowerment, to advance sustainable economic, educational, and accountability cultures within Syrian communities toward a democratic, prosperous, and equitable society.

Objectives

- Empower and develop Syrian civil society and invest in local governance.
- Develop Syrian institutions 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 approach is authentically Syrian, and our programs are proven and innovative. We collaborate with organizations from around the world and on the ground to address the most significant issues facing Syrians.
- Our team is capable, dedicated, and constantly improving. Through special training 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 importantly, our team reflects the diversity of Syrian society.
- Our mission is empowerment. We enable Syrian communities to help themselves, to build their own future.

HOW WE WORK

Our Programs

- Development and Humanitarian Affairs
- Education
- Economic Empowerment
- Public Policy
- Advocacy

Departments

- Internal Audit
- Accounting
- Legal Compliance
- Information Technology
- Human Capital Development
- Communication
- Grants' Financial Management
- Programs Development and Partnerships
- Monitoring, Evaluation, Accountability, and Learning (MEAL)

WHERE WE WORK



This year, we took a significant step forward in our mission, following the liberation of Syria, by moving our headquarters from Istanbul to Damascus and opening a new office in Aleppo. But we're not stopping here.

Our vision is bold: with the necessary funding, we aim to expand our offices across Syria, ensuring that no one is left without the help they deserve.



or offices		or Partitiers		Presence	
Syria	Türkiye	United States	Switzerland	Jordan	Kuwait
Damascus (HQ)	Istanbul	Washington, D.C.	Geneva	Amman	Kuwait
Aleppo	Gaziantep	New York			
Azaz		Chicago			
ldlib		Dallas			
		New Jersey			
		Los Angeles			
		Tampa			

SYRIAN FORUM USA

Established in 2015 and operates through its offices in Chicago, Dallas, and Washington, D.C.
Syrian Forum USA works in partnership with the Syrian Forum to support programs related to development & humanitarian affairs, economic empowerment, research & public policy, and advocacy to shed light on the humanitarian situation and the Syrian crisis.

Strategic Outreach and Engagement in 2024:

- Organized 10 major grassroots outreach tours across the United States, led by the Board of Directors. These tours aimed to share critical updates from the ground on the Syrian humanitarian crisis, foster a deeper understanding of the ongoing challenges, and encourage donor engagement. Throughout these tours, we held over 70 meetings and community events with existing and prospective partners and donors to promote informed dialogue and support for sustainable solutions in Syria.
- Hosted 124 fundraising and donor appreciation events, which not only helped secure crucial resources but also celebrated the unwavering generosity and commitment of our supporters. These events played a crucial role in sustaining our programs and expanding our impact.
- To amplify awareness of the Syrian cause on a national scale and enhance visibility for the ongoing needs of the Syrian people, the Syrian Forum USA participated in, and sponsored, 70 conferences and major events. These included high-profile gatherings organized by the Syrian American Medical Society (SAMS), Islamic Circle of North America (ICNA). Islamic Society of North America (ISNA), and the Muslim American Society (MAS), MedGlobal, Annual Gala Awards Dinner & 32nd Arab-U.S. Policymakers Conference, and the American Muslim Medical Student Association, among others.
- Conducted over 170
 educational and awareness-building events, including
 Khutbas, public lectures,
 and informational
 presentations. Each
 engagement provided
 an opportunity to raise
 awareness, share stories
 of resilience, and mobilize
 collective action in support
 of those affected by the
 crisis.
- Brought our community together through 4 powerful events, blending celebration and purpose to honor Syria's journey toward freedom and raise vital support for its future.

Platinum Transparency 2024

Candid.













FINANCIAL HIGHLIGHTS AND **OPERATIONAL PROGRESS**

\$391.3M

Total Grants from INGOs

\$29.2M

Total Fund Raised From Individual Donors 7.47%

of Total Fund Raised From Individual Donors

\$33.9M

Total Grants from INGOs in **2024**

\$6.6M

Total Fund Raised From Individual Donors in 2024

Administrative Cost for the Past Years

2019	2020	2021	2022	2023	2024
7.28%	7.63%	8.90%	7.89%	9.33%	10.23%

8.54%

Average Administrative Cost Over the Years

Development and Humanitarian Affairs

Our program is designed to deliver critical services that address the urgent needs of Syrians, while laying the groundwork for long-term stability and growth.

Through targeted efforts across key sectors, we empower Syrians to achieve self-reliance and build sustainable livelihoods—driving forward a future rooted in dignity, opportunity, and resilience.

ACCOMPLISHMENTS

In 2024

1,716,852

Beneficiaries

\$27,781,216

Value of Implemented Projects

2,642,010

Services Provided to Beneficiaries

\$2,338,606

Value of In-Kind Donations

42

Implemented Projects

Through 2024

65M

664

\$387.5M

Services Provided to Beneficiaries

Implemented Projects Value of Implemented Projects

HOW WE WORK

Needs Based

Our approach to programs is based on understanding and identifying the needs of local communities through various assessment tools, including interviews, focus group discussions, and surveys.

Strong Program Design

The Programs Department works to identify gaps and create a program aimed at addressing the root causes of needs.

Communities and local councils are consulted at this stage to better understand the feasibility of such programs and to ensure community participation.

Monitoring, Evaluation, Accountability, and Learning

Through this function, we can monitor the outputs of programs and measure their impact throughout baseline and end-line 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 to strengthen our future programming.

Continuous Institutional Development and Capacity Building

Reviewing all the operations of the organization's departments and ensuring that the policies and procedures adopted are followed, in addition to developing suggestions and recommendations that enhance the internal control process and raise the level of professionalism and transparency within the organization.

We also make great efforts to build the capacities of the team, especially those working on the front lines.

SECTORS

- Food Security and Livelihood (FSL)
- Shelter and Non-Food Items (SNFI)
- Early Recovery
- Child Protection & Women Empowerment
- Water, Sanitation, and Hygiene (WASH)



FOOD SECURITY AND LIVELIHOODS (FSL)

204,454
Beneficiaries

\$5,856,151

Value of Implemented Projects

\$740,396

Value of In-Kind Donations

- Projects in this sector created 125 job opportunities for field staff.
- Distribute 45.7 tons of fertilizers, more than 61 tons of seeds, and 500 liters of pesticides to farmers.
- Establish 2 field schools for farmers and provide 7 training courses on best agricultural practices.
- Distribute 400 fodder mill units to livestock breeders.
- Support over 5,800 farmers with agricultural training, tools, and safety and security equipment.
- Distribute 7.7K meals during Ramadan, and 6,000 kg of meat portions for Eid al-Adha
- Distribute over 13K food vouchers, 27.8K bread portions, and 1,800 readyto-eat kits.
- Support 5,920 donums with seeds, fertilizers, and insecticides.
- Establish 2 Gene Banks to conserve 123 crop varieties exposed to genetic erosion.





SHELTER AND NON-FOOD ITEMS (SNFI)

22,597 **Beneficiaries** \$6,070,838 Value of Implemented Projects

- Projects in this sector created 44 job opportunities for field staff.
- Construct 36 residential units in Kırıkhan, Hatay, for families affected by the earthquake.
- Distribute over 2,400 multipurpose cash vouchers and winter vouchers totaling over \$560K.
- Site preparation and gravelling for 85 km of roads in 9 camps.
- Distribute 6,600 liters of heating materials.
- Distribute 165 heating kits, and over 13K baskets of blankets and winter clothing.
- Rehabilitate 818 houses in Afrin, Armanaz, Jisr ash-Shugur, Jindires, and other earthquake-affected areas.
- Distribute over 12K baskets of household items. and over 10K baskets of blankets and winter clothing.





EARLY RECOVERY

178,407

Beneficiaries

\$2,345,371 Value of Implemented Projects

- Projects in this sector created **38** job opportunities for field staff.
- Pave and install streetlights along 5 km of key roads in Salgin and Afrin.
- Rehabilitate public facilities in Salqin and Armanaz.





CHILD PROTECTION AND WOMEN EMPOWERMENT

109,625 Beneficiaries

\$4,187,981

Value of Implemented Projects

\$1,367,558

Value of In-Kind Donations

28 Mobile Teams15 Child-Friendly Spaces21 Women and Girls Safe Spaces5 Community Centers

Child Protection

- Projects in this sector created 168 job opportunities for field staff.
- Distribute 3,900 LEGO kits to children, offering them a chance to play, learn, and heal.
- Establish 28 community committees and conduct
 12 training courses on child protection against exploitation and sexual abuse.
- Distribute over 900 adolescent kits and 3,600 recreational kits.
- Provide more than 2,700 parental skills and over 12,400 awareness and psychosocial support sessions.
- Provide 1,880 vulnerable children with specialized individual assistance and case management services.





Women Empowerment

- Projects in this sector created 322 job opportunities for field staff.
- Support 18 women with income generation projects.
- Distribute more than 21,300 dignity kits for women and girls.
- Provide over 64K
 psychosocial, life skills,
 and recreational sessions,
 in addition to awareness
 sessions for young mothers.
- Provide over 800 legal consultations for women and girls, and 37 training sessions on gender-based violence.
- Support over 2,600
 gender-based violence
 cases through psychosocial
 activities and referrals to
 specialized sectors when
 needed.
- Provide over **750** vocational training sessions on sewing, handicraft, and entrepreneurship.
- Establish 13 community women's committees to identify and raise awareness on issues affecting women in the community.





General Protection

- Projects in this sector created 42 job opportunities for field staff.
- Provide over 2,500 legal consultations, individual assistance, and case management services.
- Establish **6** community committees and launch **17** initiatives to raise awareness on general protection matters.
- Provide **1,850** awareness sessions on civil status and real estate documents.
- Establish and support 4 legal networks and conduct 12 training programs on public protection issues.



WATER, SANITATION, AND HYGIENE (WASH)

1,151,155Beneficiaries

\$6,075,088

Value of Implemented Projects

\$230,652

Value of In-Kind Donations

- Projects in this sector created **146** job opportunities for field staff.
- Water, sanitation, and hygiene services targeted
 76 camps and 6 schools.
- Rehabilitate 6 water networks, 20 water stations, and install 13 solar energy systems to support alternative and clean energy and sustain service delivery.
- Connect 1 water station to the electricity grid, establish
 water stations, 5 water networks, and 10 sanitation systems.
- Rehabilitate and install 5
 concrete water tanks, and
 440 drinking water tanks in
 camps and schools.
- Distribute over 76K hygiene kits, and more than 295K bars of soap, in addition to 79.4K jerrycans for water.





- Distribute over 100K m³
 of drinking water to people
 in the camps (35 liters/
 beneficiary/day).
- Distribute over 1,200
 garbage containers, collect
 over 12K m³ of solid waste
 to landfills, and establish 1
 wastewater treatment plant.
- Construct and rehabilitate more than 2K toilet blocks in camps, including facilities for people with special needs.
- Conduct more than 14K hygiene awareness sessions in schools and camps.
- Provide operational support for 18 water stations, including electricity (4.2M kWh), fuel (369K liters), and chlorine (3.8M tablets), in addition to maintenance services, as well as training station workers and covering their wages.



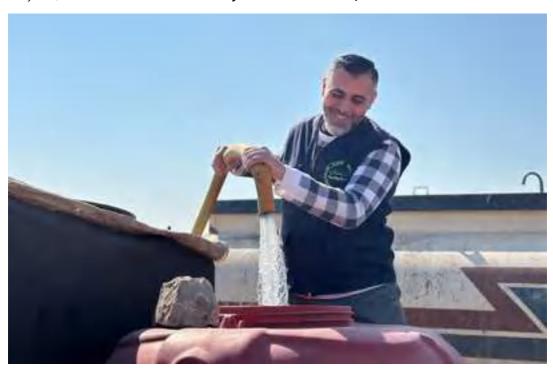


AGREEMENTS

Signed with Turkish government institutions across different provinces to implement projects for Syrians inside Syria

GAZIANTEP

- Provide child protection services, mental health, and psychosocial support interventions through a play and learn approach. (AFAD)
- Distribute dignity kits for displaced women and girls in Azaz. (AFAD and Directorate of Family and Social Services)
- Provide Gender-Based Violence support to women and girls through Women and Girls Safe Spaces and community outreach activities across several districts in northwest Syria. (AFAD and Directorate of Family and Social Services)



KİLİS

- Support smallholder farmers and livestock breeders across northwest Syria with the tools, seeds, and resources they need to grow vegetable and forage crops.
 (Directorate of Agriculture and Forestry)
- Support households caring for orphans by helping them access sustainable incomegenerating opportunities. (Directorate of Family and Social Services)
- Provide integrated protection and empowerment services, with a focus on Gender-Based Violence support, to meet the urgent needs of women living in widows' camps. (Directorate of Family and Social Services)
- Distribute dignity kits for displaced women and girls. (Directorate of Family and Social Services)
- Provide Water, Sanitation, and Hygiene Services for displaced people in Northern Syria. (AFAD and State Hydraulic Works)

HATAY

- Provide non-formal education opportunities with a strong focus on early recovery and preparedness, helping children in earthquake-affected areas of northwest Syria continue learning in safe, supportive spaces. (Directorate of National Education)
- Provide Gender-Based Violence support services to women and girls through Women and Girls Safe Spaces and community outreach activities across several districts in northwest Syria. (AFAD and Directorate of Family and Social Services)
- Distribute dignity kits for displaced women and girls. (Directorate of Family and Social Services)
- Provide Water, Sanitation, and Hygiene Services for displaced people in Northern Syria. (AFAD and State Hydraulic Works)











Education

Our education projects are designed to address the multifaceted challenges faced by children and teachers in northern Syria. Through our comprehensive efforts in schools' rehabilitation, distribution of educational materials, and targeted support for teachers, we seek to dismantle the barriers to education, fostering an environment where learning can flourish against all odds, because we believe that education is the most powerful tool for empowerment and change.

51,903

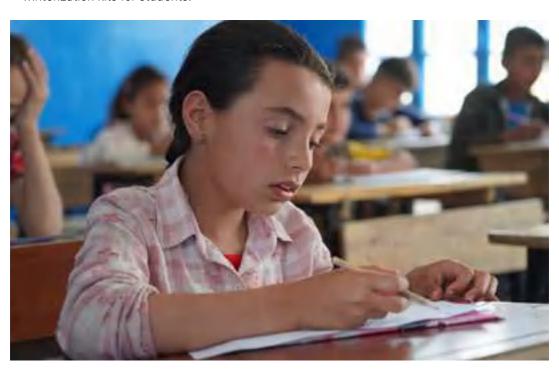
Beneficiaries

- Rehabilitate 44 schools and support 57 schools with operational expenses, furniture, and winter needs.
- Provide over \$1.33M as salaries to 2,251 teachers and administrative staff.
- Rehabilitate sanitization and sanitary facilities for 41 schools.
- Securing 56 field job opportunities through education projects.
- Distribute over 570 educational bags for teachers and conduct 90 Teacher Learning Circles and capacity-building training sessions to improve their skills.
- Distribute 11,900 textbooks, 15K educational kits, and over 1,300 recreational tools, personal hygiene kits, and winterization kits for students.

\$3,245,788

Value of Implemented Projects

- Provide solar power systems to 2 schools and safety and security equipment to 65 schools.
- Provide more than \$71K as cash grants for school and university students.
- Provide schools with 28 fuel tanks and 26.4K liters of heating fuel.
- Provide 6 schools with transportation services for students with special needs.
- Implement 8 hygiene and cholera awareness campaigns, along with 71 campaigns highlighting the importance of education, child protection, and environmental awareness across 60 schools.
- Distribute over 14.6K school bags for students.



Our Model Education

Our **Education Model** extends beyond curricula and technologies used; it requires a comprehensive focus on the **student**, the **family**, and the **teacher**. Providing an educational environment that encourages continuity in learning positively impacts students> development and helps them reach their full potential.

By involving both families and teachers, this **Education Model** enhances the educational experience and addresses the holistic needs of students.

In 2023, we opened our first two **Al Mountada Private Model schools** within the educational complex in Azaz. Building on that momentum, a new **Middle and High School** for boys opened its doors in **2024.**

Elementary School

201

Students (Boys & Girls)

90% Orphans

Middle & High School

200

Students (Boys)

50% Orphans

Middle & High School

202

Students (Girls)

70% Orphans

We believe that education is not just a fundamental right for every child, but it is the cornerstone for achieving sustainable development and regaining agency in northern Syria.

It is the gateway that opens new horizons for individuals and communities, enabling them to achieve their aspirations and contribute to building a better future.



Our commitment extends beyond students—it also includes empowering those who guide them.

In **2024**, we began our **Teachers' Academy** capacity-building activities for educators, training **1,275** teachers to strengthen their skills and enhance the learning environment.

- Basics of Child Safeguarding and Prevention of Exploitation and Sexual Abuse (CSG and PSEA).
- Prevention of Sexual Exploitation and Abuse (PSEA).
- Risks of War Remnants and How to Handle Them.
- Classroom Management and Teaching Methods.
- Safeguarding Identification and Referrals (SIR).
- Student Needs Assessment Package (SNAP).

- Integrating LEGO into Educational Activities.
- Child Protection in Emergencies (CPiE).
- Teaching in Conflict Crises (TiCC).
- Social-Emotional Learning (SEL).
- Emergent Literacy and Math.
- Psychological First Aid (PFA).
- Self-Learning Program (SLP).
- Microsoft Word Basics.
- Positive Discipline.
- Staff Self-Care.
- Peer Coach.



Through our Education Model, we aim to provide equal opportunities for learning and growth for orphans and the most vulnerable children, giving them the chance to build a brighter future.

By engaging families in the educational process and equipping teachers with the tools to be both effective educators and strong advocates, we are bridging school and home life and creating a lasting impact across communities.



Economic Empowerment

Our economic empowerment projects reflect our commitment to achieving sustainable and comprehensive development in Syria. Our program aims to empower Syrians to achieve self-sufficiency through capacity-building training, small business grants, and advanced bootcamps to train Syrian youth on marketable skills in the technology sector, which enables them to attain sustainable job opportunities, contributing to optimal investment in individuals and enhancing the ability of local communities to recover and achieve sustainable stability.

ACCOMPLISHMENTS

In 2024

5,604

Beneficiaries

254

Trainees

3

Bootcamps

115

Small Business Grants

525

Training Hours

488

Bootcamp Hours

955

Syrians Placed in Jobs (in Syria and Türkiye)

\$300/Month

Average Income for Graduate Trainees

13

DollaniTalk Sessions

Through 2024

26,535

Trainees

5,038

Small Business Grants

41,846

Syrians Placed in Jobs (in Syria and Türkiye)

SMALL BUSINESS GRANTS

\$1,000 - \$5,000

Value per Grant

Our projects are designed to empower the most vulnerable groups—women-led households, individuals with special needs, and those ready to work and generate income.

Guided by a tailored framework and strategic plan, we start by equipping participants with practical skills in small business management, activity planning, budgeting, market analysis, and profit forecasting.

This hands-on approach does more than provide knowledge; it builds confidence and opens pathways to independence.

By investing in people's potential, we're not only helping them support their families but also sparking local economic growth, strengthening community resilience, and reducing long-term reliance on external aid.

The grants supported projects such as:

- Barber shop.
- Clothing shop.
- Grocery stores.
- Coffee roasters.
- Sewing workshop.
- Mobile phone repair.

- Women's beauty salon.
- Food processing centers.
- Household goods and tools.
- Dairy and cheese production.
- Stationery and school supplies.





DOLLANI INITIATIVE

This initiative is part of the Syrian Forum's broader effort to economically empower youth in Syria through the rapidly growing field of digital technology.

It's designed to equip young people with in-demand digital skills—ranging from coding and design to e-commerce and digital marketing—enabling them to access remote work opportunities and build sustainable sources of income.

In a region where traditional job markets are limited and instability persists, **Dollani** opens new doors.

It not only enhances individual livelihoods but also contributes to the economic resilience of entire communities.

By tapping into the global digital economy, these youth are transforming their futures—turning skills into stability, and potential into progress.



Bootcamps

Intensive and specialized training courses in the digital technology sector to develop the skills of youth in Syria.

NO-CODE BOOTCAMP



Trainees learned how to master platforms to build functional web apps without programming.

The bootcamp focused on UI/UX design, workflow automation, and digital project development, equipping participants with job-ready skills for the digital economy.

DIGITAL MARKETING BOOTCAMP



Tailored specifically for women, this Digital Marketing Bootcamp offers a comprehensive blend of technical and vocational training, job readiness preparation, English language development, and psychological support.

It covers essential topics like social media marketing, SEO, content writing and design, and digital platform management. Beyond skills, it connects participants to real job opportunities.

ENTREPRENEURSHIP BOOTCAMP



This hybrid model blends a startup incubator with a hands-on training bootcamp, designed to empower aspiring entrepreneurs in northern Syria. Participants received intensive training in entrepreneurial skills and were guided by globally experienced mentors.

The program supported them in launching viable, investment-ready ventures, helping turn bold ideas into impactful, sustainable projects that create real opportunities and economic growth in their communities.

Projects Accepted and Supported:

- Kayan: A unique opportunity for local artists in northern Syria to shine through an online platform to sell their paintings internationally, connecting their talent with art lovers around the world. Complementing this digital reach, we also launched a physical exhibition at Azaz Mall.
- Maana: A free Wi-Fi network in northern Syria to make digital access more inclusive and seamless. With just one click, users can connect and access online content, making vital information more accessible and empowering communities through connectivity.
- English Bridge: The first English Language Learning Center in the region—a groundbreaking step in northern Syria. This center not only teaches children English but also connects them with peers from around the world, fostering cross-cultural exchange and global friendships.
- Syrian Saffron: A dedicated land was leased and fully prepared for Saffron cultivation, offering top-tier quality at the lowest production cost. The first crop has already been successfully harvested, and the project has now entered the bulb multiplication phase, ensuring long-term growth and sustainability.







DollaniTalk

A podcast series that features distinguished guests from diverse fields who share their success stories and professional journeys. These conversations serve as a source of inspiration, motivation, and real-world insight for participants.

Workshops

Offer focused technical and business training, enhancing youth's practical skills, creativity, and problem-solving abilities to prepare them for success in various professional and entrepreneurial fields.

Dollani Technical Network

A dynamic community uniting talented youth in Syria, this network empowers members to enhance their skills and build meaningful professional relationships. It offers both theoretical and practical workshops, fostering growth and connection.

Mentorship

The program pairs experienced mentors with trainees, "Success Partners," to provide personalized guidance, enhance professional skills, and support participants in achieving their goals through hands-on mentorship and practical advice.



Conferences and **Events**

- The First Industrial and Commercial Conference (AI-Bab)
- The Sustainable Growth (Istanbul)
- Influencers for Humanity (Istanbul)
- The Future of the Health Sector (Istanbul)
- Economic Empowerment and Sustainability in Syria (Istanbul)
- The Graduates 3rd Conference (Gaziantep)
- Orphans' Care Conference (Kuwait)



Public Policy

Omran is an independent research institution with a leading role in the scientific and knowledge-building of Syria and the region, state, and society.

It strives to be a primary reference for rationalizing policies and shaping strategies for decision-makers and influencers on the Syrian issue.

Omran focuses on areas of politics, development, society, economy, and local governance, in line with the necessities of structurally and functionally building Syrian state institutions.

This also includes adherence to the principles of the rule of law, justice, good governance, respect for human rights, empowering citizens, and civil society institutions, and enhancing democratic practices.

ACCOMPLISHMENTS

In 2024

239

Conferences and Events

Opinion Articles

Books

29

307

Media Appearances

25

Reports

Studies

Through 2024

1,724

245

Conferences and Events

1,489

Media Appearances

20

Opinion Articles Books 569

38

82

Research Papers

Information Support Papers

Research Papers

Studies

Omran's Focus

Community Capital

- Social structures and organizations
- Social cohesion
- Social contract
- Displacement and diaspora

Economic Recovery and Development

- Human and natural resources
- Humanitarian and development files
- Political economy
- Early recovery and reconstruction

Governance and Political Systems

- Issues of state institution reform
- Dynamics of governance patterns
- Centralization and decentralization

Security and Defense

- Security structures and militarization
- Military-civilian relations
- Sub-state actors
- Counter-terrorism and extremism

Political Landscape and National Entitlements

- Negotiation and mediation
- Local, regional, and international landscapes
- National entitlements

Omran's Goals

- Reviving regional and international interest in the Syrian cause.
- Rationalizing the interventions of decisionmakers.
- Activating the role of Syrians in the Syrian cause.
- Accumulating a deepened understanding of the Syrian cause files.

Research Programs

- National Think Groups
- Inside Syria (monitoring and field research, interaction with local and community leaders)
- Turkish Affairs
- Arab and Foreign Affairs
- Research Training

Why Omran

- Periodic engagement with decision-makers and stakeholders on the Syrian cause.
- Research advocacy through a network of local, regional, and international relationships and strategic partnerships.
- The ability to access all areas in Syria's geography through a wide network of field coordinators.
- High-quality and vital outputs based on accurate field information from all of Syria.
- Reference and relevance as one of the most important research references in various issues related to Syrian affairs.



Omran's Impact

Research Collaboration

- Published 28 research articles in various Arab and foreign think tanks.
- Organized 21 events in collaboration with institutions and research centers inside and outside of Türkiye.
- Provided 38 consultations to researchers in support of their research papers in various political, economic, and social aspects.
- Trained 258 university and master's degree students to develop their research skills and tools in international mediation and negotiation, local administration, reconstruction, safe return, research methodologies, and human rights work paths.
- 1 Memorandum of Understanding with the Institute of Politics and Society Jordan, aimed at enhancing cooperation in the fields of research and development.



Social Engagement

- Reached +1M individuals interested in Syrian affairs through various social media platforms.
- Engaged with over **13K** people to acquaint them with Omran's work and outputs.
- **80** local, regional, and international media outlets were reached to inform the public about the Syrian issue.
- 15 entities republished Omran's outputs, and 93 local and international institutions relied on the center's outputs as a primary source in their published materials.

Engagement with Decision Makers

- 127 meetings with local and community organizations, activists, human rights advocates, politicians, and academics.
- 78 meetings with foreign and Arab think tanks and research centers. In addition to meetings aimed at building partnerships.
- **122** meetings with representatives of local, regional, and international states and political figures.



Key Research Outputs

- An Analysis of the Law Regulating the Operations of the National Union of Syrian Students. (January)
- The Realities and Challenges of the Agricultural Sector in Ras al-Ayn and Tal Abyad. (February)
- The Political Performance of the "Autonomous Administration" Since 2019: A Study of Mechanisms of Control and Monopolization. (March)
- The Islamic State in Post-Empowerment Syria: An Approach to Activity Enablers, Structural Features, and Employment Levels. (March)
- Analyzing Iranian-Orchestrated Attacks on U.S. Bases in Syria and Iraq Post Gaza War. (March)
- Early Recovery Fund...Latent Opportunities and Existing Risks. (May)
- Ba'ath Elections 2024 ... Reshuffling and Assad's Dynamics of Control. (June)
- Indicators of Early Economic Recovery in NW Syria in 2023. (June)
- YPG's Failed Election Attempt Will the Organization Choose Damascus as an Alternative? (July)
- Syria's Reserve Military Service: Transformations and Objectives. (August)

- The Reserve Service in Syria ...
 Transformations and Objectives. (August)
- The Situation in Deir Ezzor and the Relationship Between the Tribes and the SDF One Year After the Dissolution of the Deir Ezzor Military Council. (August)
- Ba'ath Party Elections 2024... Restructuring and Assad's Control Dynamics. (September)
- Maintaining Mass Obedience HTS's response to the Protests in Idlib. (September)
- ULFED Working Permit Issue of Syrian NGOs in Türkiye. (September)
- The Assassination of Hassan Nasrallah ...
 A Pivotal Moment in Establishing a New
 Regional Security Equation. (October)
- Access to Legislation ... Another Right Suppressed by the Assad Regime. (October)
- Deterring Aggression: Shifting from Defense to Offense. (November)
- Syrian Amnesty Decree 27: Old Policy, No Progress. (November)
- The Northern War: Syria's Drug Network, Jordan's Response, and the Region's Options. (December)
- Monthly Briefing on the Syrian Scene (Arabic - Turkish - English).

Research Training Program

SYRIA

Preparing a situation assessment for Al Bab city: The training addresses the structure of situation assessment by identifying key problems, evaluating resources and capacities, and analyzing dynamics between various parties to build future scenarios that support stability and development.

(Al Bab)

A series of training sessions aimed at developing specialized research paper writing skills, with a focus on information analysis and organization. The training includes steps for formulating objectives, analyzing data, and employing appropriate research methodologies for each sector to enhance content quality and accuracy.

(Afrin)

Training a group of students interested in economic affairs on writing economic articles, starting from introducing the idea to detailing the content, addressing the problem, deriving conclusions, and concluding the article.

(Azaz)

TÜRKİYE

Scientific Research Methodologies in collaboration with Mardin Artuklu University, attended by **12** graduate students and fourth-year students. The training consisted of **10** instructional hours and concluded with the distribution of participation certificates presented by Mardin Artuklu University and Omran Center.

(Mardin)

Research Projects

Community Cohesion Enhancement Project

Local Communities as Drivers of Social Stability

During the first quarter of **2024**, the Center completed its project launched in **2022**, implementing a series of local dialogues to support communities in the areas of economic recovery, governance, and reconciliation. The discussions addressed challenges related to trade in northern Syria, local reconciliation, governance, and safe housing, while proposing practical solutions from a community perspective.

Project outputs:

- 5 Research Papers
- 1 Regional Discussion Session in Erbil

Decentralization Project

The project aims to enhance understanding of local governance dynamics in Syria by examining the socioeconomic conditions across areas of differing influence.

It provides evidence-based analysis to support effective policymaking for governance and peacebuilding, through assessing governance realities, exploring reconciliation models, and analyzing challenges related to reconstruction, economic recovery, and community stability – ultimately strengthening local representation and sustainable development.

Project outputs:

- **7** Reports
- 5 Policy Briefs
- 5 Analytical Papers
- 2 Reference Papers



Arab Think Tanks

Platform Project

In its second phase, the project aims to break the deadlock in the Syrian political process by developing new approaches based on shared interests. These approaches are presented through workshops and discussions with experts and policymakers from regional states, focusing on governance, economic recovery, and regional security, ultimately working to build regional consensus around a future vision for Syria.

Project outputs:

- 1 Research Paper
- 120 Expert Interviews
- 1 Large-Scale Workshop
- 7 Local and Regional Workshops
- 4 Technical Working Groups With Experts



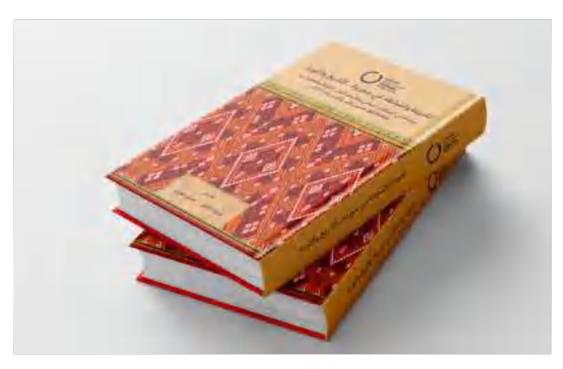
Printed Publications

Tribe and Power in Syria: History and Revolution: A Study of Rural Composition and Map of Tribal and Clan Structures and Their Interactions in Aleppo and Idlib Post-2011

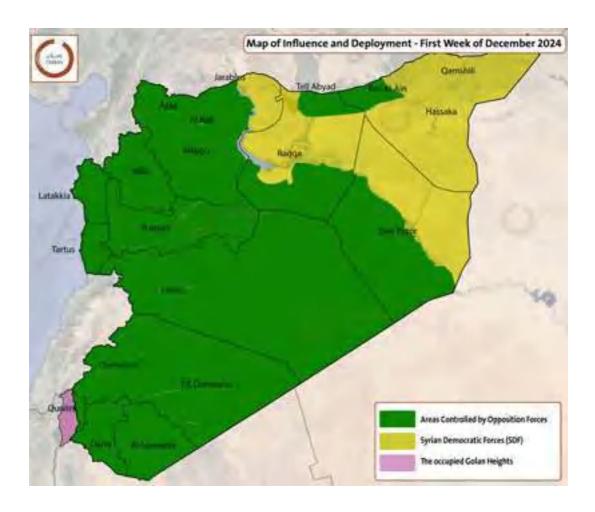
This book provides significant research space to examine Tribal and Clan Councils as an emergent organizational phenomenon within Syria's tribal sphere. It defines their nature, roles, and impacts on traditional tribal governance dimensions and analyzing how tribal structures fit within power equations and the contentious relationship with state management of factional loyalties. The book's chapters were built upon field interviews and focus groups encompassing over **780** sources from varied samples and social segments.

The Northern War: Syria's Drug Network, Jordan's Response, and Regional Options

This book examines drug trafficking in Syria as a complex security issue with regional dimensions. It analyzes the evolution of organized crime networks since **2011** and their impact on regional security. The work also explores Jordan's counter strategies—combining security measures and diplomatic efforts—while focusing on Amman's available options to combat cross-border smuggling threats from Syria.



Maps



Conferences and **Events**

Organized by Omran

TÜRKİYE

Approaches to Revitalizing the Political Process per UNSCR 2254: A Syrian Actors' Perspective:

A workshop held in cooperation with the Syrian Negotiation Commission. Attended by representatives from civil society organizations, as well as delegates from the National Coalition and the Negotiation Commission.

(Istanbul)

Early Recovery in Syria: Current Realities and Future Approaches:

Academic Conference in Collaboration with Mardin Artuklu University. The conference featured **40** research papers and was attended by university representatives, researchers, and over **300** students and those interested in Syrian affairs.

(Mardin)

Syria's Post-Arab Normalization Landscape:

A workshop in collaboration with the SAM Center for Studies. Attended by Turkish politicians and researchers.

(Ankara)

Higher Education in Northern Syria and Labor Market Demand:

A workshop held in cooperation with Gaziantep University and was attended by several Arab and Turkish academics interested in the education file in Syria and Turkey.

(Gaziantep)

Developments in Syria's Security Landscape:

A workshop attended by several military figures and civil society organizations.

(Gaziantep)



SYRIA

Investment in Northwest Syria - instead on: Mechanisms for Attracting Investors:

A seminar attended by several key economic actors in the region.

(Afrin)

The Political Systems Analysis and Syria's Future:

A seminar engaged multidisciplinary experts with civil society actors.

(Al Bab)

The Impact of International Policies on Syria's Landscape:

A seminar attended by a group of influencers and activists in the region.

(Azaz)

JORDAN

The Illusion of Syrian Stability: Risks and Solutions:

A workshop held with the participation of Jordanian researchers and stakeholders. It covered several key themes, including The Syrian Landscape - Domestic and International Dimensions, Toward a Stable and Sovereign Syria - Innovative Approaches.

(Amman)



IRAQ

The Role of Local Governance in Community Stability and Cohesion, Lessons Learned and Future Steps:

A roundtable discussion brought together researchers and representatives from civil society organizations.

(Erbil)

BELGIUM

Harnessing Economic Autonomy for Peace -Reimagining Syria's Path Forward:

A session held at UN Headquarters on the sidelines of the Brussels VIII Conference, attended by over 45 policymakers, stakeholders, and diplomats.

(Brussels)

ITALY

Regional Actors as Drivers of the Political Process in Syria - The Second Regional Dialogue:

A workshop in collaboration with The Siracusa International Institute for Criminal Justice and Human Rights. The event was attended by an elite group of policymakers, decisionmakers, and researchers from several Arab, regional, and European countries.

(Siracusa)



ONLINE EVENTS

- The Political Performance of the Self-Administration Since 2019 - A Study of Control and Co-optation Mechanisms:
 A research seminar that discussed interventions by researchers, politicians, and observers of developments in northeastern Syria.
- Tribe and Power in Syria: History and Revolution... A Study
 of Rural Structures and the Map of Tribal/Clan Formations
 and Their Interactions After 2011: A seminar to present and
 discuss the book attracted over 50 attendees and garnered
 interest from media outlets and academic circles.
- The Consequences of Declining Humanitarian Aid to Syria: A workshop brought together experts and specialists to examine the scope of the funding crisis and its direct and indirect effects on opposition-held areas in northwest Syria.
- Dynamics of Normalization and Its Impact on Syria:

 A workshop aimed at discussing the driving factors behind normalization between the Syrian regime and Turkey/the Gulf Arab states, as well as regional crises such as the Gaza war and the potential outbreak of war in southern Lebanon and their implications for the Syrian issue.



Events and Engagements

- Workshop in Washington, D.C., United States, on assessing sanctions on Syria, with researchers and stakeholders in attendance
- Workshop in London, UK, on evaluating sanctions on Syria, with researchers and diplomats in attendance.
- Syria's Educational Landscape: Addressing Unmet Needs to Prevent Losing Another Generation: A workshop organized by the Carter Center in Rome, Italy, brought together representatives from civil society organizations and education experts from across Syria.
- Regional Security in Syria, Iraq, and Jordan:
 A workshop held on the sidelines of the Mari Conference in Erbil, Iraq, attended by representatives from regional studies centers, diplomats, and researchers.
- Economic Empowerment and Sustainability in Syria: Empowerment as the Foundation of Stability: A conference held in Istanbul, Türkiye and co-organized by the Syrian Forum, brought together over 300 people, including researchers, media professionals, and civil society organizations.
- Workshop organized by the Syrian Dialogue Center, aimed to discuss the anticipated trajectory of U.S. policy toward the Syrian issue in the coming period, the implications of U.S. military intervention in Syria, and the expected approach toward Iranian influence.
- The 2024 Annual Graduate Students Conference, held at Sabahaddin Zaim University in Istanbul Province, Türkiye, was attended by more than 75 graduate students in political science.

Attended by Omran

- The Joint National Plan for Advancing Northern Syria – Integration of Roles: A workshop organized by the National Coalition in Gaziantep, Turkey.
- Workshop organized by the Migration Studies Center in Ankara focusing on the topic of Syrian refugees.
- Restoring Relations Between Turkey and the Assad Regime: A workshop organized by SETA Research Center in Ankara, exploring the goals and expectations behind the rapprochement, as well as analyzing the Syrian opposition's position on this evolving development.
- Inside Syria After War, Before Peace:
 A workshop jointly organized by the Konrad
 Adenauer Stiftung and the Omran Center for Strategic Studies, attended by stakeholders, diplomats, and other interested parties.
- Supporting the Future of Syria and the Region: A conference held at the UN headquarters in Brussels, gathering 300 participants, including stakeholders, diplomats, and other engaged actors.
- Early Recovery and Resilience Program in the Arab Region: A roundtable discussion hosted by the United Nations Development Program (UNDP) Office, attended by a group of specialized experts.

- Hear Our Voices: A conference held in Amman, Jordan, focusing on early recovery, localization, and pathways to sustainable solutions. Participants included representatives from Syrian and international organizations engaged in humanitarian efforts across Turkey, Syria, Lebanon, Europe, and Jordan.
- The First Investment Conference in the city of Al-Rai, Aleppo countryside, organized by the Syrian Interim Government.



- A focus group organized by the Atlantic Council under the Syria Strategy Project initiative, featuring two presentations on security sector reform titled "Accountability and Security Sector Working Group Session 2"
- Online workshop organized by the Mini-Committee of the Negotiation Commission's Election Committee, to discuss the report on Guarantees of the Negotiation Electoral Framework in the Syrian Political Process.
- Military Service -Mandatory and Reserve- in the Regime's Army and in Self-Administration Areas: Online seminar organized by the Austrian Red Cross, attended by approximately 100 people.
- Online seminar hosted by the Carnegie Endowment for International Peace on "The Impact of U.S. Presidential Elections on the Middle East," with approximately 100 participants.
- For a Free and United Syria: The Syrian Democratic Conference in Brussels, held virtually and attended by political activists from Germany, Türkiye, and Syria.

- A conference at the University of California in the United States, where Dr. Ammar Kahf participated as a speaker in two workshops titled "Where is Syria Heading?" and "Challenges Facing Women in Conflict and War Zones".
- Alternative Development Forum in Syria: A Zoom conference, organized by the Syrian Center for Policy Research and the University of Vienna, attended by researchers and interested participants.
- Online seminar organized by LINUM Center on the research paper titled "National Identities and Administrative Divisions", attended by 100 participants.

Media Coverage and Engagement













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Advocacy

Our advocacy efforts are dedicated to raising awareness, amplifying the Syrian cause, and shedding light on the most crucial issues affecting Syrian communities in Syria and accross the globe.

Through effective advocacy strategies, we seek to foster international cooperation, mobilize resources, and advocate for sustainable solutions to alleviate the suffering of Syrians and rebuild their lives by leveraging various channels and platforms, including media outreach, social media campaigns, and collaborations with influential figures and organizations.

We strive to ensure that the voices of those affected by the crisis are heard and that their stories resonate with the world.

ACCOMPLISHMENTS

In 2024

45

Member States Reached

3

Side Events

2

Round Table Sessions

2

Workshops

46

Opinion Articles

27

Media Appearances

17

Press Releases

95

Meetings with Key Stakeholders and Member State Missions

Through 2024

91

Opinion Articles

147

Media Appearances

4

Side Events

4

Workshops

107

Meetings with Key Stakeholders and Member State Missions

Our Impact

The Syria Sanctions Policy Program

In collaboration with the Observatory of Economic and Political Studies, intensified efforts to foster dialogue on sanctions, aiming to enhance their accountability role while mitigating their unintended consequences on civilians and NGOs.

As part of this initiative, we organized two high-level workshops in London with Madanya at Chatham House and Washington, D.C., with The Middle East Institute, bringing together key diplomatic actors and Syrian sanctions experts.

These discussions provided a platform to assess the evolving sanctions landscape, address challenges faced by humanitarian organizations, and explore policy recommendations for more effective and responsible sanctions implementation.



Advocacy Tours

GENEVA

- In addition to high-level diplomatic meetings, the Syrian Forum Delegation organized a side event during the Human Rights Council's 55th Session in March, 2024, titled "Navigating the Unknown: State Responsibility and Global Efforts to Locate Missing Syrian Migrants and Victims of Human Trafficking", the side event was sponsored by the Delegation of the European Union to the UN alongside other international organizations, brought together key stakeholders, including policymakers, human rights experts, and civil society representatives. This side event aimed to delve into the responsibilities of states and the collaborative efforts needed to tackle the crisis of missing Syrian migrants and human trafficking victims and focused on strengthening global mechanisms to locate missing Syrians, address the challenges of human trafficking, and reinforce state accountability.
- At the Human Rights Council's 56th
 Session, the Syrian Forum, alongside the
 Syrian Center for Media and Freedom of
 Expression, called on the Special Rapporteur
 on the Right to Education to address the
 educational challenges faced by Syrian
 internally displaced persons and refugees
 in neighboring countries. The intervention
 emphasized the critical role of education
 in early recovery, social stability, and
 peacebuilding in post-conflict societies.
- At the Human Rights Council's 57th session, the Syrian Forum Delegation organized a side event titled "Referring Syria to the ICC: Exploring Current Options" in collaboration with Legal Action Worldwide and sponsored by the Delegation of the European Union to the UN and other international organizations, and United Kingdom Mission to the UN.



NEW YORK

The Syrian Forum's advocacy team completed **3** successful tours in New York. In March, they engaged with **11** Member States, including a Global-South nation, to discuss Syria's Cross-Border Humanitarian Aid Mechanism.

In July, the team explored with several Member States the possibility of referring the Syrian situation to the International Criminal Court (ICC).

During the **79th UN General Assembly**, they met with **21** diplomatic missions to further discuss referring the Syrian case to the ICC. These discussions focused on legal precedents for forced displacement as a crime against humanity, aiming to establish accountability despite UN Security Council impasses. The ultimate goal was to mobilize Rome Statute signatory states to form a referral coalition.

WASHINGTON, D.C.

The Syrian Forum engaged in a series of key diplomatic and governmental meetings in Washington, D.C., intensifying efforts to call for stabilization funding, direct funding, a policy of localization, and the need for accountability in Syria.

The discussions were held with Congressional Representatives, Officials at USAID, the Department of State's Syria Desk, Bureau for Democracy, Human Rights, and Labor, and Global Criminal Justice.



Advancing Syria's ICC Referral: The Haque Advocacy Efforts

September

A series of advocacy meetings were conducted in The Hague to call for the referral of the situation in Syria to the International Criminal Court (ICC). Discussions focused on integrating the issue into international legal dialogues and increasing engagement from key stakeholders.

These efforts reinforced support for the initiative, with a particular focus on securing leadership for the referral process and continuing momentum gained in previous advocacy efforts

December

A side event titled "Redeeming the ICC Mandate: Possibility for Referring the Situation in Syria Under Article XIV" was co-organized by the Syrian Forum, the Syrian Center for Media and Freedom of Expression (SCM), the Atlantic Council (AC), and Legal Action Worldwide (LAW) during the 23rd session of the Assembly of States Parties to the Rome Statute of the International Criminal Court (ICC).

The event highlighted the critical role the ICC could play in addressing crimes committed in Syria, emphasizing the importance of referring to the Syrian situation under Article **14** of the Rome Statute.

In collaboration with Legal Action Worldwide and the European External Action Service Liaison Office to the International organizations, the Syrian Forum hosted a post-ASP-23 roundtable in The Hague titled "Referring Syria to the ICC: Exploring Current Options."

The event gathered key international stakeholders to advance leadership efforts for justice and accountability in Syria.

Discussions focused on mobilizing support for an ICC referral and strengthening momentum within diplomatic and legal circles

Advancing Justice Through Advocacy

Through persistent advocacy, the Syrian Forum successfully contributed to the inclusion of justice-oriented language in **UN General Assembly Resolution A/3.C/79/L.45,** urging ICC member states to explore all avenues for referring the Syrian file to the Court.

The resolution, adopted by **85** countries, condemns ongoing human rights violations in Syria and stresses the need for accountability under international law.

This achievement resulted from a year of dedicated engagement, including high-level advocacy tours in The Hague, New York, and Geneva, side events, expert consultations, and legal studies.



Emphasizing Cooperation with Other Syrian NGOs to Advance Our Policy Priorities

- At the American Coalition for Syria's annual conference in Washington, D.C., the Syrian Forum delegation joined congressional meetings and a White House roundtable on Syrian policymaking.
 We also hosted a panel highlighting the Invest in Syria Initiative, reinforcing the Syrian Forum's leadership in driving economic empowerment efforts in Syria.
- As part of the Strategic
 Litigation Project, the
 Atlantic Council brought
 together key Syrian NGOs
 and victim associations
 to explore the creation
 of a "Syria Victims Fund"
 to support affected
 communities. Syrian Forum
 played a vital role in shaping
 the concept through
 preparatory and in-person
 workshops that outlined a
 potential framework for the
 fund.
- At the **79th UN General Assembly**, the Syrian
 Forum and the Syrian
 Center for Media and
 Freedom of Expression
 led an advocacy tour in
 New York with Adalaty
 and Families for Freedom,
 amplifying victims' voices
 and engaging with Member
 State missions during the
 UN General Assembly's
 humanitarian resolution
 negotiations.



Public Relations Outreach

- Over 27 media appearances, all of which are aimed at amplifying voices and increasing awareness and engagement with the Syrian crisis.
- Published 17 press releases and 46 opinion articles on national and international events and causes such as the International Human Rights Day, the 13th Anniversary of the Syrian Revolution, anniversary of the Chemical Massacre in Eastern Ghouta, International Women's Day, the International Day of Innocent Children Victims of Aggression, and the International Day of Education.
- Sponsored and co-organized the Economic Empowerment and Sustainability in Syria conference in Istanbul.
- Sponsored and co-organized the Influencers for Humanity conference in Istanbul.

- Sponsored 30 television episodes of the program "Stories and Values," which was aired on Syria TV during the holy month of Ramadan.
- Extensive media coverage of the "Deterrence of Aggression" battle and the fall of the Assad regime in Damascus, including arranging several television interviews with Arab, Syrian, and international media outlets, organizing a tour inside Syria, and holding a press conference.
- Organized a press conference in Damascus by the American Coalition for Syria and the British Syrian Council to discuss the upcoming phase in Syria's recovery and development.
- Produced 2 national songs commemorating the Syrian revolution.



Media Coverage and Engagement

































Collaborations and Partnerships

Syrian Forum















Development and Humanitarian Affairs



























































Public Policy

























































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Economic Empowerment

















Advocacy





















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