

ANNUAL REPORT 2021

Annual Report 2021

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More than a decade of war has left Syrians eager for positive change. The Syrian Forum aims to achieve the desired change through training, education, development, and economic empowerment.

The work we do is critical to developing qualified cadres capable of rebuilding Syria.

We believe that overtime Syrians benefiting from the Syrian Forum's work will in turn transform their communities and contribute to the Syria's salvation.



Ghassan Hitto Co-Founder, Board Member Chief Executive Officer

The Syrian Forum continues to grow and impact the lives of millions of Syrians every day.

Thousands of our team members and volunteers are tirelessly working to serve their communities and improve living conditions for Syrians.

Even though there is much more work to be done, the efforts being made are changing lives every day.

This year we will especially invest in continuing to develop professional humanitarian workers that have a holistic approach to development and that are relentlessly committed to improve the lives of others.



Ammar Kahf Co-Founder, Board Member Omran's Executive Director

As Syria is turning into a long-term conflict, our work becomes highly critical to keep the Syrian cause relevant while emphasizing a Syrian narrative of the social, economic and political files in Syria.

Our researchers, experts and humanitarian teams work closely with Syrians on the ground as well as decision makers around the world to empower the Syrian voice and provide reliable and actionable analysis and recommendations.

We produce quality research and engage with Syrians to push for change through an informed and systematic methodology, as well as create an impact on the discourse and framing of the Syria crisis.



M Yaser Tabbara Co-Founder, Board Member Chief Strategist

As founders of the Syrian Forum we always assumed that the road towards change requires a resilient, holistic strategy that takes into consideration the systematic destruction of the Syrian state and societies over decades of Syrian history.

Thus, our approach is comprehensive and our tools are various. We will continue to aspire to be a sustainable empowerment project for Syrians everywhere.

About Us

A multi-sectoral nonprofit organization dedicated to rebuilding Syrian lives, established in 2011

The Syrian Forum and its partners operate out of 26 offices in Syria, Turkey, Austria, the United States and Qatar

Employs 1,548 dedicated staff members

Vision

A stable and dignified Syrian society in Syria 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.

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 selfgovernance, policy advocacy, and media representation.



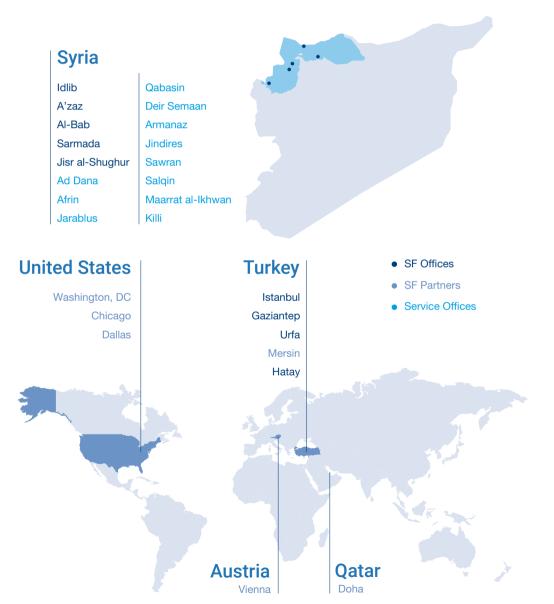
Why Us

- Our programs are proven and 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.
- O Our mission is empowerment. We enable Syrian communities to help themselves, to build their own future.

Objectives

- Empower and develop Syrian civil society and invest in local administration.
- O Develop Syrian institutions in order to promote efficiency, integrity, and professionalism in civil society.
- O Foster economic development and create employment opportunities for Syrians in need.
- O 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.

Where We Work



Departments



Programs Development and Partnerships



Administration and Human Resources Accounting and Legal Support



Information Technology

KPMG has conducted an annual comprehensive financial audit of the Syrian Forum since 2012



Internal Audit



Media and Communication



Programs



Relief and Development



Public Policy and Research



Economic Empowerment



Media



Development and Innovation



2021 Impact

8,718,437 Total Number of Services

\$57,762,404

Direct Impact for Syrian Forum's Services

5,042,242

Total Number of Beneficiaries

8.90%

Administrative Cost

	Impact Value	Number of Services	Number of Beneficiaries
Value of Relief and Development's completed projects, in addition to 25% of projects' value that started in the last quarter of 2021	\$46,007,227	8,702,967	4,088,788
Income generated by trained and employed Syrians through Economic Empowerment program	\$9,067,685	9,058	15,584
Value of training hours through Development and Innovation program	\$477,424	2,599	6,209
Value of outputs through the Public Policy and Research Center	\$1,332,450	1,390	12,155
Value of outputs through the Media track	\$363,450	2,423	919,506



Strategic Partners



Syrian Forum USA

Established in 2015 and operates through its offices in Chicago, Dallas and Washington DC, Syrian Forum USA works in partnership with the Syrian Forum to support programs related to economic empowerment, employment, research, and studies that target academics and decision makers through:

- Organizing 53 fundraising events to support humanitarian and development projects in Syria and Turkey, and provide a briefing on the Syrian situation in general.
- Sponsoring and attending local and national conventions and holding more than 36 town-hall meetings with various communities across the United States to raise awareness about the Syrian cause.



 Raising awareness of the Syrian crisis by hosting joint events with other Syrian American organizations such as Syrian American Medical Society (SAMS) and the American Relief Coalition for Syria (ARCS).



Syrian Forum USA earned GuideStar by Candid Gold Seal of Transparency, and is top-rated by GreatNonProfits.com





Local Administration Councils Unit (LACU)



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, in line with the political and military changes.



Collaborations and Partnerships







وحدة المجالس المحلية Local Administration Councils Unit











Relief and Development

Our program works to provide Syrians with the most needed services to alleviate their suffering, foster economic and social development, and support a vibrant civil society.

We are dedicated to help Syrians realize selfsufficiency and secure new livelihoods through the following sectors:





2021 Accomplishments

47 **Implemented Projects**

\$32.7M

Total Value of Implemented Projects

\$53.3M

Total Value of Projects and Ongoing Contracts **4**M **Beneficiaries**

\$6.9M

Total Value of Implemented Projects - In-kind Donation

8.7M Services Provided

to Beneficiaries

25.5M

Total Value of Ongoing Contracts Signed in 2021

Through 2021

503

Implemented Projects



Services Provided to Beneficiaries

Total Value of Projects

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 programs department 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 to better understand the feasibility of such programming.

O Institutional Support

The program works to support local councils and community based organizations by implementing joint projects, programs, and workshops.

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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 the humanitarian principles.

• Internal Audit

The department works on reviewing all the operations of the program and ensuring that the policies and procedures adopted are followed, in addition to developing suggestions and recommendations that contribute to the internal control process and raise the level of professionalism and transparency within the organization.

Monitoring, Evaluation, — Accountability and Learning

Through this function, we are able to monitor the outputs of programs and measure their impact throughout baseline and endline 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.

Policies and Standard Operating Procedures

The departments operate within policies developed based on the requirements of each department. 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. Food Security and Livelihoods (FSL)

230,287 Beneficiaries

\$12,347,600 Value of Implemented Projects

\$1,035,730 In-kind Donation



Development Projects

- O Providing seeds and fertilizers to 550 farmers to encourage intercropping between olive trees and providing pesticides for 35,750 olive trees.
- Supporting 1,039 beneficiaries, including 80 widows, through the cash-forwork program in projects such as olive harvesting and masks production.
- Establishing a cow farm with 30 cows, and providing fodder and veterinary care to another 200 cows.
- O Training 663 farmers on best agricultural practices.

- Distributing \$12 fuel vouchers for irrigation, plus \$60 agricultural vouchers for 800 beneficiaries to be exchanged with fertilizers, pesticides, and agricultural tools.
- Providing 73 farmers with wheat seeds, fertilizers, pesticides, and supporting irrigation, packaging, and marketing processes for the wheat crops.
- O Distributing 50 solar power units to encourage the use of alternative and renewable energy in irrigation.
- O Installing 40 biogas production units.



- Establishing a veterinary laboratory in A'zaz and providing technical training to 81 veterinarians and local veterinary service providers.
- O Distributing 600K washable face masks to more than 120K families.
- O Vaccinating 18,600 cows against Lumpy skin and foot-and-mouth diseases.
- O Supporting 100 farmers with agricultural inputs to encourage summer vegetable cultivation.
- O Vaccinating more than 570K sheep and goats against sheep pox.
- O Vaccinating more than 2M chicken and bird against Newcastle disease.
- O Distributing 2,000 chicken to 200 families.

Rapid Response

- O Free bread distribution to 12K families in A'zaz, Jarablus and Al-Bab.
- Distributing 8K food baskets to more than 41K beneficiaries in 34 communities, 36 formal camps and 39 informal camps in northwest Syria.
- Distributing more than 86K food vouchers with an amount of \$50 - \$60/family, to 434K beneficiaries in 67 communities, 30 formal camps and 17 random and informal camps in northwest Syria.

Small Business Grants "Since Establishment Through 2021"

The projects targeted families headed by women or people with special needs who can work and generate income.

The projects relied on a specific structure and action plan that begins to build the capacities of the beneficiaries by training them on small projects management, planning of activities and budget, market study and profit calculation.

To help the beneficiaries display and sell their products, a marketplace was established with 50 sale point, a marketing exhibition was also launched where beneficiaries were able to display and promote their products,

The proposed projects included:

- O Grocery
- O Clothing shop
- Sewing machines
- O Stationery shop
- Dairy production
- O Beauty salon for women
- Mobile phones maintenance
- O Household tools and accessories

1,074 Number of Grants

\$700 - \$1,000 Value per Grant

826 Jobs Created through the Grants

1,074 Direct Beneficiaries

6,525 Indirect Beneficiaries

502 Widow Women Beneficiaries

568 Beneficiaries with Special Needs



26

Shelter and Non-Food Items (NFI)

426,638 Beneficiaries

\$6,683,805 Value of Implemented Projects

\$897,125 In-kind Donation

1,094 Houses Rehabilitated

408 Housing Units Built



Shelter

- O Constructing 408 housing units in Afrin and A'zaz to provide adequate shelter to more than 2,400 beneficiaries.
- O Preparing houses and shelters to meet the needs of 171 beneficiaries with special needs.
- O Providing plastic sheets to insulate more than 2,400 tents in 21 camps to enhance their living conditions during winter.
- Rehabilitating 1,094 houses and 4 collective shelters for more than 1,600 displaced families.
- Rehabilitating 144K m2 of camps, including roads gravelling and sewage system rehabilitation.



Non-Food Items

- Distributing more than 64K multi-purpose cash vouchers, \$100/family, targeting 321,845 beneficiaries in 82 villages, 36 formal camps and 43 informal camps.
- O Distributing 2,996 kitchen set for more than 14K beneficiaries in 14 villages and 5 informal camps.
- Preparing 2 warehouses for medical supplies in A'zaz and Sarmada, providing 491 drug kits to 125 health centers, 138 drug kits to 35 hospitals, and 1.5M services to patients' beneficiaries.
- Distributing more than 9K winter vouchers, \$150/family, targeting 45,310 beneficiaries in 11 villages, 23 formal camps and 29 informal camps.
- O Distributing 4,500 blankets to more than 21K beneficiaries in 11 informal camps.



872,166 Beneficiaries

\$5,419,732 Value of Implemented Projects

\$2,920,384 In-kind Donation



- Water, sanitation and hygiene services targeted 210 informal camps, 30 health centers and 19 schools.
- Rehabilitating 10 water networks and 11 water stations in 21 towns and villages in Idlib and Aleppo.
- Construction and maintenance of 2,889 toilet blocks, and rehabilitation of 8 sewage systems in 8 villages.
- Providing operational support to water stations, including electricity (31 million kWh), fuel (600K liters), in addition to chlorine and workers' wages.

- Installing 259 drinking water tanks with 2 m³ capacity in informal camps, health centers and schools.
- Constructing 3 water networks, 5 water stations and 5 solar power systems in 13 towns and villages in Idlib and Aleppo.
- Distributing more than 329K jerrycans for water to 100K families in 110 informal camps.
- Distributing 980 containers, collecting and removing solid waste to landfills and desludging of septic tanks in schools, health centers and informal camps.



- O Providing 35 liters/day of drinkable water to more than 200K beneficiaries.
- Distributing 61K posters and flyers, and conducting more than 134K awareness sessions on COVID-19 in 240 schools and informal camps.
- O Distributing more than 400K hygiene and sterilization kits to more than 250K families.
- Providing employment opportunities and technical trainings to 277 beneficiaries through water sanitation, and hygiene projects.

Education

716,234 Beneficiaries

14,262 Beneficiaries with Special Needs

\$3,175,978 Value of Implemented Projects



- Targeting 1,755 schools, 124 educational points (classroom tents) and 6,246 beneficiaries of educational and administrative staff.
- Conducting back-to-school campaigns, and special courses for out-of-school students.
- O Providing employment opportunities and monthly incentives to 1,437 educational and administrative staff.
- Providing transportation services for students living in areas far from their schools, and to students with special needs.
- Rehabilitation works for schools' windows, doors, and sanitary facilities, and providing proper insulation for tent classrooms.
- Providing schools with operational expenses, in addition to winter needs from fuel and heaters.



- O Providing 1,527 students with school's expenses, \$25/student/semester.
- O Distributing textbooks to more than 450K students in 1,184 schools.
- O Providing teachers and students with educational materials and stationery kits.
- O Conducting awareness sessions for students and their families on COVID-19.

32



384,784 Beneficiaries

\$5,087,855 Value of Implemented Projects

\$2,044,070 In-kind Donation



Women Support Program

- O Cash assistance and food vouchers support through case management activities.
- O Providing support to 5 camps for widows and orphans in northern Aleppo.
- O Providing educational trainings: English courses, computer, and robotic programs for young girls.
- O Providing vocational trainings such as sewing, handicraft, hairdressing, confectionery, and entrepreneurship.
- O Distributing first aid kits and newborns kits
- Supporting gender-based violence cases through psychosocial activities and referrals to specialized sectors when needed.

48
Mobile Teams
21
Child-Friendly Spaces
16
Women and Girls' Safe Spaces
4
Case Management Centers



Child Protection

- O Parental skills program and recreational psychosocial support activities.
- O Providing support to children with special needs' facilities.
- O Awareness sessions on child protection against exploitation and sexual abuse.
- O Specialized individual assistance and case management services for the most vulnerable children.
- Capacity building programs for members of child protection networks and humanitarian workers.

General Protection

- O Specialized personal assistance for the most vulnerable people.
- O Psychosocial first aid and psychosocial recreational activities.
- O Conducting awareness sessions on COVID-19 prevention measures.
- O Establishing 18 community committees in camps and local communities to raise awareness on general protection matters.
- O Providing legal consultancy regarding on civil status, property and real estate documents.

Agreements

Gaziantep

- Rehabilitating the Faculty of Islamic
 Sciences at Gaziantep University branch in A'zaz. (Gaziantep University)
- Supporting schools with heating fuel in Al-Bab, Jarablus, Qabasin, Bza'a, and Ghandoura. (Directorate of National Education)
- Vaccinating livestock against sheep pox and foot-and-mouth diseases in Al-Bab, Qabasin, and Bza'a. (AFAD and Directorate of Agriculture and Forestry)
- Providing protection services and psychosocial support to 30K beneficiaries through women empowerment centers in Qabasin and Jarablus. (Directorate of National Education)
- O Distributing cash for winter to displaced people in Qabasin and Al-Bab. (AFAD)

Hatay

- O Distributing free bread to 60K beneficiaries in Afrin and Jindires. (AFAD)
- O Distributing cash for winter to displaced people in Sharan. (AFAD)
- O Rehabilitating Qatmeh water station and systems in Sharan. (General Directorate of State Hydraulic Works)

Kilis

 Empowering 200 women headed household and people with special needs through the small business grants program in A'zaz, Marea, Akhtarin and Al-Ra'i. (Directorate of National Education) Signed with Turkish government institutions across different provinces to implement projects for Syrians inside Syria

- Distributing cash for food and cash assistance to 2,825 families in Al-Bab. (AFAD)
- Vaccinating more than 2M chicken and bird against Newcastle disease in Al-Bab, Jarablus, Qabasin, Bza'a, and Ghandoura. (Directorate of Agriculture and Forestry)
- Providing electricity to 9 water stations in Sosian to pump water to Al-Bab city. (Directorate of Environment, Urbanization and Climate Change)
- Supporting water stations in Sosian, Qabasin, Sandi, and Al'Raee with fuel to pump water to Al-Bab city. (Directorate of Environment, Urbanization and Climate Change and AFAD)
- O Distributing dignity kits to women and girls in Al-Bab, Qabasin, and Jarablus. (AFAD)
- O Supporting schools with heating fuel in Olive Branch area. (Directorate of National Education)
- Providing protection services and psychosocial support to 10K beneficiaries through women empowerment center in Jindires. (Directorate of Family, Labor and Social Services)
- O Distributing cash assistance to displaced people in Marea. (AFAD)



Collaborations and Partnerships



Public Policy and Research

Omran is a policy research center focusing on presenting an objective understanding of the Syrian cause, including its local and international dynamics, as well as engage with stakeholders to create solutions and policies.





2021 Accomplishments

379 Conferences and Events

29 Editorials

3 Studies

168 Media Appearances

20 Field Maps

Surveys and Polls

37 Research Papers

8 Published and Unpublished Reports

1 Book

Through 2021

926 Conferences and Events

154 Editorials 857 Media Appearances



482 Research Papers

17 Book

Why Omran?

- Reinforcing the important role of policy research centers through reliable research outputs and community engagements related to the complex realities in Syria.
- O Conducting objective evaluations of the transformations in Syria and proposing policies and recommendations that promote the Syrian narrative and Syriatailored solutions.
- Engaging decision makers and public policy makers in Syria, countries in the region, and other countries with influence in Syria.

- Collecting and assessing field data and conducting regular visits inside Syria that expand our network and circles of influence and partnerships.
- O Working in a systematic manner to build internal capacity of Syrian researchers through cumulative institutional knowledge that develop specialized scholarship in the different fields necessary for future Syria.
- Promoting a comprehensive reform agenda in Syria as an entry point for stability, security, and development.

Research Programs

- O Governance
- O Kurdish Affairs
- O Rebuilding Syria
- O Security and Military

Issues

- O The Political Process
- O Security and Military Affairs
- O International Forces
- O Terrorism and Extremist Groups
- O Identity, Social Contract
- O Community Cohesion
- O Constitutional and Election Process
- O Rule of Law and Accountability

- O Refugee Resettlement
- O Livelihoods Development Policies
- O Education Policies
- O Healthcare Policies
- O Local Economic Development
- O Regional & International Geopolitical Affairs
- O Youth and Women Empowerment



Omran's Impact

Continuous engagement with public opinion and decision makers. Omran provides a range of solutions and policies that drive political change and stability.

Research Collaboration

- O 28 research products published by Arab and international intellectual institutions.
- O 18 research consultations for researchers and students working on Syria.
- 66 workshops in collaboration with research centers, institutions, and other parties.

Engagement with Decision Makers

- 61 events with local activists networks, Syrian NGOs, civil society organizations, lawyers, military experts, and scholars.
- 28 research meetings with Arab and international research centers and think tanks.
- 117 meetings/events with representatives of local, regional, and international states and political figures.

Social Engagement

- O 732,409 people reached through social media and online platforms.
- O 12,047 people engaged in meetings and dialogues .
- 12 agencies republished outputs of Omran, while 31 local and international institutions relied on the center's outputs as a main source for their published materials.
- 109 field meetings and activities inside Syria with local activists, including Ihsan's protection centers, Local Councils and Chambers of Commerce and Industry.
- 40 local, regional, and international media organizations engaged with the aim of informing the public on the developments and events of the Syrian issue.

Highlights

0	Challenges and motivations of attempts to create a political umbrella organization east of the Euphrates	March (En & Ar)
0	Early economic recovery in opposition areas in the second half of 2020	March (En & Ar)
0	Assassinations in opposition areas during the period between July and December 2020	May (Ar)
0	An analysis of attacks conducted by Russia and the regime in the vicinity of the M4 highway in Idlib	May - June (En & Ar)
0	Demining as an indicator of early recovery in both Euphrates Shield and Olive Branch regions	May (Ar)
0	Syrian presidential elections	July (En)
0	Evaluating the reality and effectiveness of agricultural livelihood programs in the Euphrates Shield and Afrin regions	August (En)
0	Chain of Command in the Syrian Army: Official and Unofficial Tracks	November (En & Ar)
0	Positioning of Turkish political parties towards the renewal of Turkish presence in Syria	November (Ar)
0	Sixth round of Constitutional Committee meetings: A floating agenda and chronic deadlock	November (Ar)
0	Daraa Reconciliation Agreements 2021: Context and Possible Repercussions on the Syrian Scene	November (Ar)

Research Training Programs

Omran completed 4 major training programs in 2021. The target audience were Syrian graduate students and Syria Students Union, both in Turkey and Syria.

Research Training Program

Istanbul, Turkey

36 students applied and 16 applicants were accepted.

19 theoretical and practical instruction courses were delivered by Omran team totaling 56 hours.

The 16 students were later split into 4 working groups and began their field research project under the mentorship of Omran Center research team for 6 months.

Training Program on Student Union Activism

with the Syria Students Union

The program was conducted in two phases with 5 sessions. Two sessions for student candidates and three sessions tailored for the elected executive committee of the Syrian Student Union.

56 students participated in this program; some of whom are currently in leadership positions in the Syrian Students Union.

Syria Cause Awareness Program Tailored

for the Syria Students Union

12 online lectures/workshops were conducted addressing the Syria cause timeline, major historical junctures, political, social, and economic files, approaches to organizing student unions, and other issues that further enrich the knowledge base of students and enhance their engagement in public spaces.

Research Training Program A'zaz, Syria

In cooperation with Free Alepp University, 141 students applied to Omran's Research Training program, and 18 graduate students were accepted.

The program consisted of 40 theoretical and practical instruction hours, followed by 5 months of mentored field research.

The objective of the Istanbul and A'zaz programs was to familiarize young researchers with the cumulative knowledge base, and research approaches and methodology developed by Omran Center as a policy research center.

It highlighted the importance of think tanks, and mechanisms of how public policies are developed and evaluated.

Omran also presented an in-depth analysis of Syria's current affairs, its transformations, potential trends in the political, security, governance, developmental, and economic levels.

The program followed a systematic and methodical approach to build the capacities of young researchers in order to present a Syrian narrative on the Syrian affairs.

Research Projects

The Syrian Social Contract from Local Perspectives

The project aimed to develop a grassroots-based framework and approach for a national guidebook on "Shared Principles of the Social Contract."

This was implemented through a series of activities that targeted different segments of influential local figures and Syrian communities both inside Syria and in main refugee hubs.

The discussions focused on shared values across Syria and constitutional principles that could be a common ground for national dialogues.

Omran researchers produced several research papers that may serve as important reference documents on the topic.

Communities as Drivers of Stability and Cohesion

In its second phase that started in 2021 and continues throughout 2023, the project aims to better understand local communities and factors affecting social cohesion and stability, to empower actors in local communities, and to assess challenges related to governance, economic recovery, and community reconciliation.

All of this is achieved through a participatory dialogue methodology applied at the local and national levels to bond and bridge actors in the respective target audience.

The dialogues build on the collective knowledge base to formulate shared principles and solutions according to legal, societal, and institutional requirements that contribute to building solidarity, restoring trust between Syrians, and alleviating the negative effects of the conflict on local communities.

In the coming year there will be multiple activities and outputs of this project including research papers, focus group dialogues, local and national dialogues, and interviews with key local actors. 4 Research Papers 6 Workshops 10 Focus Groups 1 Surveys 50 In-depth Interviews

Print Publication

The Autonomous Administration: A Judicial Approach to Understanding the Model and Experience

(Ar & En)

This study attempted to examine the judicial authority in north-east Syria as an entry point to stability policies. The study consisted of seven chapters that assessed the nature, structure and working mechanisms of the judicial system in its various institutions and levels.

The first chapter outlined the philosophical origins and theories that the Autonomous Administration adopted in its administrative model, including the judiciary.

The remaining five chapters presented in-depth case studies of the five judicial districts declared by the Autonomous Administration.

The last chapter provides a concluding summary of the most prominent challenges and factors that hinder the work of the sector considering any future stabilization policy in the region.



Events and Conferences

Hosted by Omran

A'zaz, Syria

- Caesar Syria Civilian Protection Act: A reading in the context of the sanctions and their economic and political impacts. A dialogue session with the Political Committee of Idlib Governorate.
- O A visit to Free Aleppo University. The meeting aimed to strengthen cooperation with the faculties of Political Sciences and Economics in order to develop the research and professional skills of current students and graduates.
- O Indicator of Arab Normalization with Assad: A Reading of the Rationale and Expected Scenarios. A dialogue seminar held in cooperation with the Local Administration Councils Unit (LACU) focused on the precursors of normalization with the Assad regime, its political and security contexts, and the positions of regional and international states.

Jarablus, Syria

A visit to strengthen collaboration efforts with the Local Council of Jarablus City and discuss Omran's upcoming dialogues and better understand local dynamics and challenges within the governance sector.

Qabasin, Syria

A visit to the Local Council of Qabasin City to discuss field developments and security challenges in the region and enhancing joint cooperation projects.

- A visit to Sham International University in the liberated areas of Syria. The visit aimed to increase collaboration efforts with Omran and hold joint activities that benefit students.
- O A visit to the Free Council of the Aleppo Governorate. The discussion focused on ways to enhance the council's effective communication and outreach efforts with local councils in order to synchronize and better respond to community needs.
- American and European Economic Sanctions on the Syrian Regime: A research symposium with Free Aleppo University.
- A Frozen Conflict Scenario and its Impact and Possible Trajectory: A research symposium with Free Aleppo University, Faculties of Law and Political Sciences, and Media Academy.

Akhtarin, Syria

Evaluating Living and Economic Conditions: A workshop in cooperation with the Chamber of Commerce and Industry in the town of Akhtarin in rural Aleppo.

Afrin, Syria

The Role of Youth Between Reality and Hope: A lecture at the Faculty of Education at Gaziantep University in Afrin highlighting the contribution of Syrian youth in the launch of protests in Syria and their significant impact and potential opportunity to serve at political, social, economic, and cultural levels.

Al-Bab, Syria

- Impact of changes in the American Position in Syria East and West of the Euphrates River: Dialogue session in cooperation with Qiyam Foundation.
- O Local Priorities and Needs of Stability: A round-table discussion hosted by the Youth Forum in Al-Bab, Syria, and Omran Center. Participants included local businesspersons, influential figures, local council members and activist youth in order to exchange ideas about the political and constitutional processes and ways to understand and serve their communities.
- Commercial and Industrial Realities: Challenges and Problems. Dialogue session with the Chamber of Commerce and Industry.
- O Developments East of the Euphrates and Expected Scenarios: A dialogue session in cooperation with the Hooz Center for Social Development attended by activists and members of civil society organizations.
- A visit to the Local Council of Al-Bab City to strengthen collaboration and mutual dialogues between local communities and local councils.

Doha, Qatar

A Frozen Conflict Scenario and Future Possibilities in Syria: Research seminar in cooperation with the Syrian Business Forum.

Online

- Expected Scenarios in Idlib Following the 16th Round of Astana Meetings and UNSC Res. 2585: An online dialogue session attended by many experts and Syrian activists.
- O Iranian policies in Syria, Iraq, and Lebanon: Evaluating the Past Decade: A research seminar in cooperation with the Middle East Research Institute (ORSAM) and attended by politicians and experts focusing on the Syrian issue.
- O Early Economic Recovery in Opposition Areas: a research symposium attended by experts and local actors in economic and development affairs including local councils, Chambers of Commerce and Industry, and representatives of relief and development organizations.

Istanbul, Turkey

- O Political Economy in Syria in 2021: A dialogue session hosted by Omran with Economist Dr. Samir Al Aita.
- O A Reading of the Interests of Local, Regional, and International Actors in Daraa and the Priority of cross regional efforts: a workshop organized by Omran to dissect the positions of various actors regarding the latest events in Daraa and the possible scenarios.

Gaziantep, Turkey

- Syria's Historical Context and Potential Future Trajectory: A dialogue session hosted by Omran with Dr. Yaser Al Aiti attended by activists and members of civil society organizations.
- The Role of Syrians in Preventing Rehabilitation Efforts of the regime: A discussion session presented by Mr. Ayman Abu Hashem attended by researchers and local civil society actors.



Attended Events and Engagements

- O The Role of Civil Society in National Debates: The Social Contract as a Model. A joint dialogue session in cooperation with Omran Center, Local Development Organizations, Syrian Dialogue Center, Ain al Sharq Center for Political Studies, and the Local Administration Councils Unit.
- O US Sanctions on the Syrian Regime: A Comparison between the Trump and Biden Administrations. Omran Center contributed to a research symposium. This was hosted by Nama Center for Research, A'zaz.
- O The Escalation of Grievances in Syria: Omran Center was a main presenter at the annual TRT World Forum.
- American Policies in Syria under the Biden Administration:
 Omran Center experts participated in the discussion hosted by the Arab Center for Research and Policy Studies.
- More than a year after the Moscow Agreement, Continuity Factors and Expected Scenarios: Omran Center participated in a dialogue symposium hosted by the Center for Middle East Studies (ORSAM).
- Omran Center attended a dialogue session on the 10th anniversary of the Syrian revolution hosted by the Center for Middle East Studies (ORSAM).
- O The Social Contract and the Constitution: Concepts and Priorities. Omran Center was a main participant in a symposium organized by the Syrian Dialogue Center.

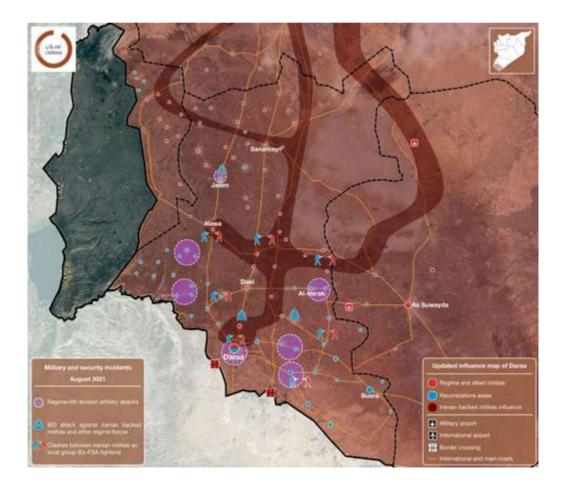




Attended Events and Engagements

- Statement of the European Union and Turkey, Reassessment of the Migration Agreement: A panel discussion organized by the Center for Policy, Economic and Social Studies (SETA), in which Omran Center participated as an official speaker.
- Omran Center participated in a research symposium hosted by the Arab Planning Institute discussing the impact of a number of policies and programs that aim to alleviate poverty rates in the Middle East.
- O Early Recovery Process in Northern Syria and Women's Needs and Expectations: A research symposium hosted by the Syrian Women's Network.
- Omran Center reviewed and provided comments on the draft version of the second edition of the Strategic Framework for Policy Alternatives. Omran experts also participated in the ESCWA Expert Meetings.
- Repercussions of Presidential Elections in Syria: A roundtable discussion hosted by the Center for Middle East Studies. (ORSAM)
- The Security Situation in Syria and Possible Scenarios: A workshop organized by the Geneva Center for Security Policy. (GCSP)
- Post-Election Iran, Implications and Uncertainties Ahead: A research symposium by the Italian Institute for International Political Studies. (ISPI)

Maps



Media Coverage



Collaborations and Partnerships



Development and Innovation

Our program provides comprehensive trainings to equip institutions and the next generation of Syrian individuals from both genders, with the knowledge and skills necessary to rebuild their communities. We strive to train more individuals, boost their impact on society, and secure a solid foundation, upon which a new Syria will be built.

To achieve this, the program focuses on:





Capacity Building and Development



Women and Youth Empowerment



Civil Development and Civic Engagement



Social Cohesion and Peace Building

55

2021 Accomplishments

6 Projects

2,921 Trainees

8 Dialogue Sessions

2,620 Certified Participants

Through 2021

165 Training Courses

13 Awareness Sessions

263 Dialogue Sessions Beneficiaries

6,209 Total Number of Beneficiaries 2,536 Training Hours

3,025 Awareness Sessions Beneficiaries

Small Business Grants

17.8K

194K

712 Training Courses **11.6K** Certified Participants

Objectives

- O Developing capabilities to reach an empowered and active society.
- O Spreading the general culture that is capable of building and developing institutions.
- O Finding innovative sustainable solutions and policies that address local needs.
- O Empowering and supporting civil society through embracing innovative initiatives and investing in community capital.



2021 Programs

Course Title	Location	Trainees	Training Hours
Civic Awareness		411	406
Maintenance, Operations, Cost Recovery		92	272
Cost Recovery at Water Stations	Idlib	78	140
Personal Protective Equipment and Safety & Security	Rural Idlib Rural Aleppo	1,143	546
Health Awareness		116	117
Supporting Craftsmen with Administrative Training and Production Assets		300	560
Managing Development Projects		29	65
Proposal Writing		34	10
Governance and Organizational Structure in Organizations	_	15	10
The Link Between the Finance Department and Human Resources	Cozionton	16	15
Excel and Power BI Software	– Gaziantep -	32	10
Student Union Elections		60	10
Improving Resilience for Refugee Women and Host Community Women		35	32
Building Soft Skills for College Students		441	283
Child Protection		30	48
Commercial Access and Networking	Mersin Urfa Hatay	89	12

58

Program Highlights

623 Beneficiaries 30 Workshops 6 Discussions

300 Beneficiaries **100** Projects **\$3,000** Amount per Grant

Civic Awareness

This project aimed to strengthen the participation of the general public in civil society activities by increasing their ability to be informed community members, strengthening community justice, and giving communities the tools they need to resolve disputes and build peace through training courses, and discussions about democracy, citizenship, social capitalism, and human rights.

Supporting Craftsmen with Administrative Training and Production Assets

The project targeted a group of craftsmen giving them training on small project management based on their own proposal. The submitted small business projects were evaluated by a technical committee and the best proposals were chosen. The beneficiaries were assisted with renting a place and securing the needed equipment and materials to start work. The impact of the new small business project on their lives and their families' lives are evaluated in the long term.

59

Improving Resilience for Refugee Women and Host Community Women

The program aimed to encourage small and medium businesses owned by Syrian and Turkish women (host community) by building the capacities of **35 Syrian and Turkish women** to manage small businesses and launching a two-day local market (bazaar) to help promote their products and build networks.

Personal Protective Equipment and Safety and Security

The training targeted GOAL employees and focused on the importance of using personal protective equipment, cleaning and disinfecting surfaces to prevent the spread of the Coronavirus, and the safe use of sterile materials in addition to first aid procedures.



60 Syrian Forum



Collaborations and Partnerships



Mercy Without Limits منظـمة الرحمة بـلا حدود

Knowledge Pathways

International

Media Track

Alsouria.net is a media organization that seeks to influence and inform a Syrian public opinion that is positively engaged in its affairs, and to preserve the narrative of the Syrian cause by documenting daily news and stories of Syrians and covering latest developments.

It adheres to an objective and balanced approach in covering the following themes:



Syrian Community and Social Affairs

Political and Field Developments

Local Markets and Economy

Women and Children's Issues

Educational Sector Activities

Trade Union Movements and Organizations

Successes and Aspirations of Syrian Youth

Refugees' Opportunities and Challenges

Health Awareness (COVID-19)

Syria in the International Press

2021 Accomplishments

Published Content

1,687 News Items and Reports on Syria

97 Reports on International Events



Reach and Views

11M

Reach on Social Media Annually 919,506 Monthly Average

359

Daily Email Newsletters Reaching 1,168,961 Emails Annually



212K Social Media Followers



36M Views Since Establishment

Why Alsouria.net?

Because the Syrian crisis has taken the backstage in most international and local media coverage, it is more important and critical than ever to have a Syrian media platform, Alsouria.net, to fulfil the following objectives:

- Professionally covering daily developments in Syria, and issues occupying the Syrian public opinion.
- Contributing to an improved and professional Syrian media culture that is more appealing to the Syrian public and respects the intellect of its readership.
- Contributing to the Syrian public opinion and discourse that engages positively with Syrian issues.
- O Offering unique and professional journalistic content addressing the complex Syrian landscape.
- O Preserving and reinforcing the narrative of the Syrian cause through a daily historic record on an objective national vision.
- O Supporting free speech as one of the popular demands of the 2011 uprising.

Core Values





Objectivity



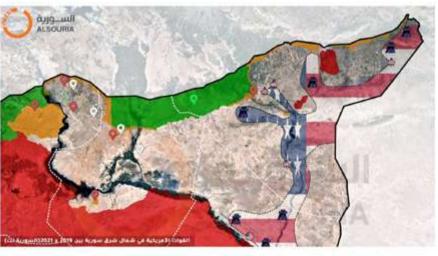




سورية دولي اقتصاد مجتمع لاجئون مقالات دراسات

"غليان شرق الفرات"(3)؛ مقاربة "التجميد" الأمريكية واختبار "خطوة بخطوة"

78/11/2021



🖸 🔇 💟 🚺 Alatha <

دفعت مجموعة مُتغيرات، بمناطق شرق الفرات السورية إلى واجهة الاهتمام مُجدداً؛ لعل أبرزها مؤخراً، تهديدات أنقرة العسكرية التي ارتفعت نبرتها في أكتوبر/تشرين الأول الماضي، قبل أن تخفت لاحقاً في الشهر التالي؛ لكنها مع سلسلة تطوراتٍ مترامنة (كنزايد التحركات الروسية هناك عند مناطق نفوذ أمريكية، وإعادة إحياء مسار التفاوض بين "قسد" ونظام الأسد، وقبل ذلك وصول إدارةٍ جديدة للبيت الأبيض سرعان ما سحيث قواتها من <mark>أفغانستان</mark>)، أدت لغلبانٍ في مناطق شرق الفرات. تجلت معالمه في سلسلة لقاءاتٍ وتحركات وتدفق هائل في التصريحات والمواقف للقوى المحلية والدول المعنيَّة.

وتشر موقع "السورية نت" هذا الأسبوع جزئين من سلسلة "غليان شرق الفرات". ركز الأول الذي جاء. يعنوان: "<mark>فسيد بين الضغط التركي-الروسي</mark> وثلاثة سيناريوهات"، على مراحل التفاوض بين "الإدارة الذائية" ونظام الأسد. من حيث دوافعها وتطوراتها. أوراق كل طرف فيها. ومآلائها.

بينما جاء الجزء الثاني الذي حمل عنوان "<mark>خلفيات التحركات الروسية</mark> واحتمالات توسيع السيطرة". ليحاول الإجابة عن مجموعة تساؤلات حول سياقات هذه التحركات، وأدوات و<mark>تكثيكات روسيا</mark> فيها، وما إذا كانت تمتلك مقاربةً واضحة، وإمكانية تحقيقها، في مناطق لطالما عُدّت ضمن نفوذ واسْنطن.

يأتي هذا الجزء الثالث والأخير. ليبحث في مقاربة البيت الأبيض، لمسألة تواجد ومستقبل الفوات الأمريكية في شمال وشرق سورية. من حيث شكل وأسباب هذا التموضع العسكري. وفراءة الموقف الحالي. مع محاولة رسم ملامح "الاستراتيجية" الأمريكية في المنطقة. واستشراف مستقبل هذا التواجد العسكري. المرتبط كما يبدو بحالة "ستاتيكو" على الأرض. واختبار سياسة "ال<mark>خطوة بخطوة".</mark>

المقالات الأخيرة





رفع الدعم..مشروع أحياه النظام يـ"ذرائع معلنة...



"مركز عمران" يخرّج الدفعة الثالثة لبرام التدريبية..



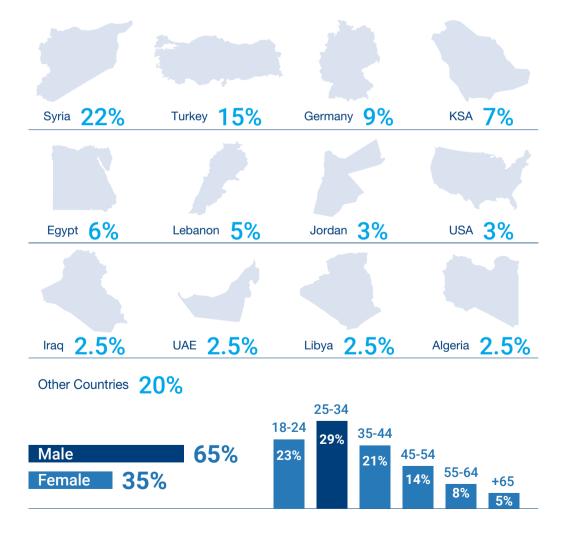
نحو سيعين حفوقي يقاضون رئيس بلدر بـ"جرائم..

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اسْتَرْكَ في التشرة البريدية للسورية لت للصا الأخبار على بريدك الإلكتروني يومياً



Geographic and Demographic Reach



Alsouria.net as a Source and Reference

Alsouria.net's content reach exceeded 11,034,076 in 2021. The news site was also referenced in multiple news agencies, think tanks, and academic research publications.



Media Coverage Highlights

Syrian Community and Social Affairs

- O The Syrian Forum's Team and Management Discuss Current Humanitarian and Development Projects in Northern Syria
- O Displaced People in Idlib.. Tents That Smell Like Arabic Coffee and Lingering Traditions
- O Migrating from Regime Areas.. Many Roads and Means to Reach the Outside
- O Arches, Baths, and Ottoman Mosques... A Tour of What's Left of Ancient Idlib
- O Number of Suicides in Idlib Increasing... Attempts to Increase Awareness and Experts Explain Why
- O Lattakia.. Warlords Consolidate Power as Economic Conditions Worsen and Poverty Spreads

Successes and Aspirations of Syrian Youth

- O Between Studies and Work, Post-Graduation Options for Students in Idlib and rural Aleppo
- O Youth Forum in Al-Bab, A Look at Youth Culture and Identity
- O Strengthening the Concept of Civic Awareness in a Training for Syrian Activists
- O Rizk for Vocational Training Helps Syrians Find Work in Turkey
- O Ahmad Barakat.. an Inspiring Story of Passion in the Struggle to Become a Doctor
- With One Leg a Young Syrian Trains Children in Self Defense Arts

Political and Field Developments

- O A Tense Syrian Week...Four Conflicts that Do Not Include the Presidency or Constitutionality
- O From the Assassination of Al-Balous to the Al-Hijri Incident... Delicate Balances of the Power in Sweida
- O Biden's Syria Policy, Problems from Another Point of View
- Boiling East of the Euphrates (1): SDF (Syrian Democratic Forces) Between Turkish-Russian Pressure and Three Scenarios
- Boiling East of the Euphrates (2): Background of Russian Moves and Potential Expanded Control
- O Boiling East of the Euphrates (3): The American Freezing Approach and a Step-by-Step Test

Trade Union Movements and Organizations

- O 5 Goals and 1,200 Members of the Workers Union in Al-Bab and the Interim Government has Reservations
- O After Protests and Strikes Teachers in the Rural North Move to Form a Single Union
- O Election of the Free Quneitra Provincial Council as Part of Temporary Plans for Decentralization of Powers
- O Displaced People from Deir Ezzor in Northwest Syria Elect Their Local Council
- The Tal Aar Local Council's Experience in Aleppo, Emphasizing Elections, and Increasing Women Participation to 70%
- O 32 Candidates, Residents of Turkman Barih Elect Their Local Council

Women and Children's Issues

- Women Revive Local Culture with Traditional 'Handcrafts' in Idlib City
- O For the Children.. Women Volunteer to Make Masks in Rural Idlib
- O Women's Creativity.. a Training Center Where Women Build Self Reliance
- O Eid Cakes and a Train of Joy, Bringing the Joy of Eid to the Children of Syria's Camps
- Homelessness, Begging, Desperation in Idlib, Baytun Rebuilds Lives of Children with No Family
- The Tent Olympics in Idlib, Messages and Games in Conjunction with the Tokyo Olympics

Refugees' Opportunities and Challenges

- Bousla Completes Third Phase of Integration and Economic Empowerment Program with Handcrafts Bazaar
- O Syrians Tell Their Experiences in Turkish Universities
- O Nine Thousand Syrian Teachers in Turkey: Anxiety and Hope about their Jobs
- O Syrians in Turkey and the Story of the Delayed File, Are There Solutions or Options in the Future?
- Syrians Explain Their Pains After Denmark Insists on Deporting Them Because they "Don't Deserve"
- Crisis on Poland's Border, Temporary Camps Sheltering Migrants and Concerns They Become Permanent

Educational Sector Activities

- O Omran Center Completes Second Training Program, Third Coming Soon
- O The Most Popular Public and Private Universities in Idlib and Rural Aleppo
- O Joint Program between The Free Aleppo University and Turkey's University of Mardin
- O 760 Students: Free Aleppo University Celebrates Largest Graduating Class
- O Tent Schools: The Last Resort for Thousands of Displaced Children in Idlib and Rural Aleppo
- O The University of Gaziantep Signs Agreement with Ihsan and Binaa to Renovate the College of A'zaz

Health Awareness (Covid 19)

- To Prevent the Spread of Corona "Bada Wai" Distributed 32,000 Masks in Idlib and Rural Aleppo
- O An Expert Syrian Doctor Gets Vaccinated: Explains Side Effects and Gives Advice
- O Corona in Northern Syria, New Variants, and an Entire Family in the ICU
- Corona Vaccination Starts in Northern Syria, Doctor Explains Steps and Procedures
- O The Biggest Warnings of a Second Wave in Northern Syria
- O A Breath in Idlib, Campaign to Support the Health Sector

Syrian Local Markets and Economy

- O How is Northern Syria Dealing with High Prices?
- O Arab Gas Pipeline, A Gateway to Political Normalization with the Assad Regime
- Why Does Iran Want to Build a Joint Central Bank in Syria? Economic Experts Explain
- O Taxes First, Hundreds of Billions in the Regime's Coffers from Consular Fees and Military Service Exemption Fees
- O Oil for Aid, America Challenges Russia in Eastern Syria
- Electronic Marketing, A Refuge for Syrians Whose Normal Jobs Were Ended by Covid-19

Syria in the International Media

- O The Secret "Talon Anvil" Team, America's Unknown Team in Syria
- O The Mafia System, American News: Assad Took Over Tens of Businesses
- Western Media Outlets Say Bin Zayed Will Visit Assad, Washington: We Don't Welcome This
- Turkish Media About Latest Developments in Northern Syria: Signs of a New Operation and Battle Tactics
- O Media and Agencies: Parliamentary Elections Result in Pro Assad Committee
- O Al Tanf Attack, A Shadow War that Reveals the Role of Israeli Intelligence



Economic Empowerment

Our program seeks to develop the skills of the Syrian workforce and help them find and secure jobs to achieve self-sufficiency, reduce their reliance on humanitarian aid, and contribute to their professional development, so they will be better prepared for rebuilding Syria.



To do so, the program focuses on:



2021 Accomplishments

4,218 Registered Applicants

984 Trainees

429 Beneficiaries of Legal Consultancy

531 Orphans Beneficiaries **3,189** Jobs Found

2,281 Training Hours

4,539 Beneficiaries of Career Consultancy

8,772 Beneficiaries from Employment **1,809** Employed

9 People With Disabilities Employed

860

Beneficiary Companies

15,584 Total Number of Beneficiaries

Through 2021

22,618

5,712

57,889 Registered Applicants

128,814 Beneficiaries **1,870** Orphan Beneficiaries

How We Work











Receive Job Applications

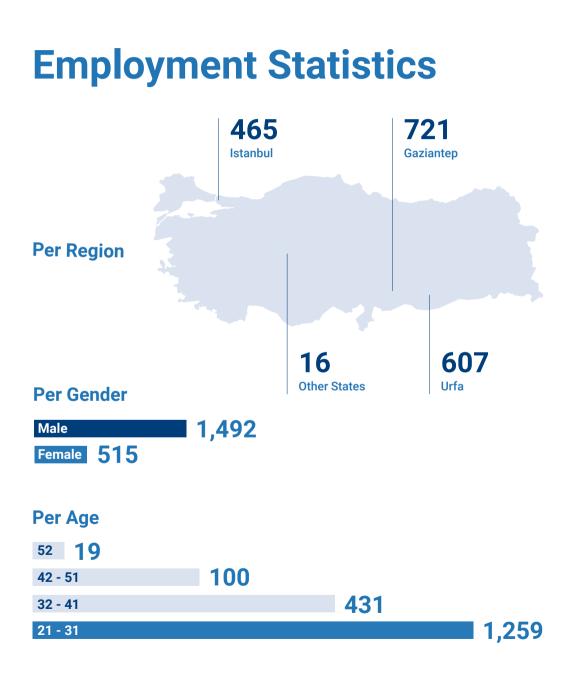
Collect Vacancies

Conduct Fields Surveys

Conduct Vocational Training

Employment





Per Occupation

Health Consultation	21
Psychological Support	13
Industrial Drawing	10
Interior Design	10
Accounting	77
Trainers	2
Translators	34
Teachers	30
Administrators	157
Marketing	325
Video Editing and Graphic Design	51
Media and Photography	4
Computer Programmer	9
Car Mechanic	2
Hairdresser	9
Sewing	149
Flooring	2

Painters	7
Carpenters	40
Blacksmith	35
Pastry and Kitchen Chef	50
Cellphone Maintenance	1
Driver	16
Farmers	43
Laborers	540
Textile	8
Handicrafts	59
Shoemaker	57
Metal Worker	8
Plumbing	3
Electricians	30
Air Conditioning and Cooling	4
Aluminum Worker	2
Solar Panel Installation	1

Vocational Training Programs

Course Title	Location	Trainees	Training Hours
KoBo Accounting Software	Urfo	35	12
English Language	Urfa -	20	54
Workplace Safety + Turkish Language	Gaziantep	133	1,168
Work Culture in Turkey		8	34
Plastic Molding		34	72
Machine and Automation Control		19	342
Men's Hairdressing		4	24
Factory Development and Digital Transformation		30	2
Sewing		7	144
Work Culture in Turkey	-	19	20
Budgeting and Finance		452	48
Turkish Taxes	Istanbul	147	2
Turkish Language		57	268
Graphic Design		19	91
Total		984	2,281

Events

- O Employment Support in cooperation with İŞKUR
- O Employment fair within the agricultural sector FAO Urfa
- O International Migration Day Directorate of Migration Urfa
- O Job Fair in coordination with the Danish Refugee Council Urfa
- O Entrepreneurs Support Project Launch in cooperation with INGEV
- O Directorate of Migration Management 9th Annual Commemorative Event Urfa
- O Launch event for economic empowerment and employment project Turkish Red Crescent and World Vision - Urfa
- O Launch event for the community integration project for Syrian refugees with the host community GIZ Ankara



Collaborations and Partnerships



Giving Guide

DONATE TO SYRIAN FORUM'S USA BANK ACCOUNT

Bank Name	WELLS FARGO BANK, N.A.
Account Name	SYRIAN FORUM USA
Account Number	3083104400
Swift Code	WFBIUS6S
Routing Number	071101307

By Credit Card	www.syrianforumusa.org
By Postal Check	SYRIAN FORUM USA
	PO Box 12 WESTMONT, IL 60559
	501(C)(3) FED TAX ID FED. TAX ID 46-5202334 ZAKAT ELIGIBLE

DONATE TO SYRIAN FORUM'S BANK ACCOUNT

Bank Name	ALBARAKA TÜRK KATILIM BANKASI
Bank Branch	080 - ESENLER
Account Name	SURİYE FORUM DERNEĞİ
Account Number	02531642 - 5
Swift Code	BTFHRIS
IBAN - TL	TR77 0020 3000 0253 1642 0000 05
IBAN - EUR	TR66 0020 3000 0253 1642 0000 09
IBAN - USD	TR93 0020 3000 0253 1642 0000 08

KPMG has conducted an annual comprehensive financial audit of the Syrian Forum since 2012



www.syrianforum.org