



LDSPS

Local development and
small-projects support

LOCAL COMMUNITY EMPOWERMENT (LCE)

LDSPS ACTIVITY REPORT III

January - December 2017

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WILL THEY
CONTINUE, SO DO
WE ...

*To all the victims and
the detainees*

I. EXECUTIVE SUMMARY

This report is the third activity report of Local Development and Small-Projects Support (LDSPS). It covers the year of 2017, where LDSPS had surpassed its 4th year of operations since its foundation in July 2013.

This report was written in August 2018, and although it concerns the activities of LDSPS in 2017 it is important here that since the end of 2017, very dramatic event has happened in Syria and more specifically to our teams and activities.

In February 2018, we have lost a member of our team in Eastern Ghouta (Eastern Suburb of Damascus), another one was badly injured and has to live the remaining of her life carrying a handicap and another one of our colleagues lost his wife and baby-child.

In April 2018, our team in Eastern Ghouta has to evacuate, as tens of thousands of its inhabitants to the North of Syria, as the Syrian regime forces took control of the area, six years after its liberation.

We also are still waiting and hoping for the safety of our colleagues (co-founders of LDSPS) that were kidnapped in Douma (Eastern Ghouta) in December 2013.

Like millions of Syrians, we have been strongly affected by the events of 2018 and the military advances of the regime helped by the Russian Federation Army as well as Iranian forces and the militias that they fund.

The team of LDSPS has vowed to continue its action supporting the resilience and the determination of the people inside of Syria in the areas that are out of the control of the Syrian regime. Our action will continue as long as Syrian civilians live in those areas and try to live as good as possible with the available means but with their formidable determination, motivation and creativity.

This report illustrates our own determination of 2017 that has persevered despite all the dramatic and painful events of 2018. We are still continuing our action.

During 2017, we continued the implementation of stage 2 of our LCE strategy. A major step was achieved with the start of activities in Western Aleppo Countryside (from our newly established office in Atareb). The start-up was funded by the ARC (Addressing Root Causes) Fund from the MFA of The Netherlands (covering 12 countries including Syria). LDSPS, as a lead and main party of a Consortium of 3 Syrian NGOs, managed to be part of that funding process using it contribute to its LCE strategy starting October 2016.

In Eastern Ghouta, where LDSPS was founded in July 2013, 2017 was a challenging year. Our team managed not only to resist several attacks (either from the airstrikes by the regime forces or by intimidation attempts by local groups linked to the local armed groups), but managed to contribute effectively to convincing several local councils to hold general elections to choose their Executive Board (that used to be elected by a General Assembly of local dignitaries family heads). LDSPS's team contributed also to funding and supporting the holding of the general elections in four towns in Eastern Ghouta.

In 2017, we started our activities in Western Aleppo Countryside while we marked some major wins in Eastern Ghouta despite serious challenges

This third activity report, describes our actions in both these regions. It also gives a quick overview of our planned actions in 2018.

In the 12 months covered by this report, LDSPS started supporting additional 49 projects to reach the number of 104 projects since its start of operations in July 2013. In addition, and in preparation of 2018, by the end of 2017, 24 other projects were identified as a starting backlog of projects (a number to be compared with the number of 6 projects that LDSPS has as a starting backlog at the beginning of 2017).

A value of 49 projects that have started in 2017 and the 24 2018-starting-backlog projects amounted to \$1.4M, making the total amount of funding made available to local partners since July 2013 reach a total of \$4.8M.

LDSPS expenses in 2017 reached \$0.5M (operational costs, Monitoring and Evaluation and money transfer costs to Syria). They have risen significantly in 2017 due to the expansion of LDSPS (both geographically and in terms of professionalization to meet the funding requirements) and to higher costs of operations and of money transfer to inside of Syria (mainly to Eastern Ghouta).

2018 is planned to be another major geographical expansion year with plans to start operations in two other areas inside of Syria that are out of the control of the regime.

II. OVERVIEW OF THE SYRIAN SITUATION

2017 was yet another year where Syria has seen quite a few dramatic changes.

The fall of Eastern Aleppo to the hands of the regime in December 2016 which came with a major contribution from the Russian air-force using brutal attacks on civilians as a weapon to put pressure on the Free Syrian Army (FSA) factions inside the city, announced a change of the military operations scheme.

Based on these new tactics and understanding the absence of will within the supporters of the Syrian revolution to provide the necessary support to stop them, the regime and its allies felt emboldened and continued in 2017 their attacks on several areas that were supposedly included in the De-escalation zones that were signed by Russia, Turkey and Iran in Astana in 2016.

The regime and its allies thus launched attacks on two neighborhoods in Damascus (Barzeh and Qaboun), taking eventually control of them and cutting the life-line of Eastern Ghouta that was connected to them by underground tunnels used to smuggle-in goods that were crucial for the survival of the inhabitants. The siege of Eastern Ghouta reached its worst levels since its liberation from the regime in 2012. In addition, in the last quarter of 2017, the regime intensified its airstrikes on Eastern Ghouta (one of the de-escalation zones that were defined by the Astana agreements).

At the end of 2016, Turkey launched the Euphrates Shield operation with several factions of the FSA in the north of Syria. The operation ended officially in March 2017 with around 4000 km² of land liberated from Daech or taken from SDF forces.

In parallel, with the green light of newly elected American administration, the International Coalition air-force backed a violent attack by Syrian Democratic Forces (SDF) that allowed kicking Daech (ISIS) out of Raqqa. Daech has since been confined to small desert areas in the east of Syria (while the Iraqi army announced its complete vanishing from Iraq).

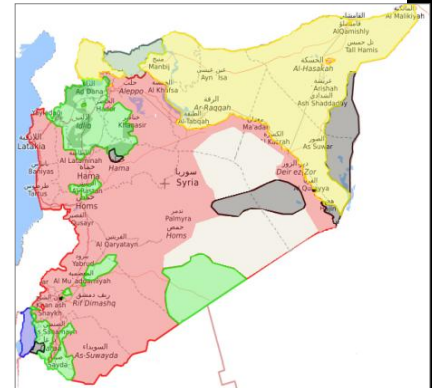
The regime forces also moved into the wide ranges of desert in the east/south-east of Syria where Daech used to be present.

At the end of 2017, Syria was split into areas of military influences backed by different foreign powers while the political negotiations seem to be leading nowhere!

The situation at the end of 2017 can be summarized as follows:

The overall land control (please refer to the figure of the side):

- Daech (ISIS) has almost been completely vanquished. Besides some land controlled in the desert, their forces were concentrated in a pocket at the East of the Syria and some small presence near the Golan in the South West;
- The regime took over most of the desert areas from Daech, while SDF (mainly composed of and lead by the YPG Kurdish fighters) managed to capture Tabaqa and Raqa from Daech. SDF's land control is as big as (or even bigger) the regime's if desert land where nobody lives is excluded;
- The FSA lost some ground to the regime in the north (Eastern Aleppo and its south-eastern suburbs) as well as in some neighborhoods of Damascus (Barzeh and Qaboun). An attempt to make a symbolic victory against the regime around Damascus was launched by one of the smallest rebel groups in Eastern Ghouta (Fajr al Umeh, in Harasta) lead to increased attacks of the regime on civilians;
- Within the areas controlled by the opposition, mainly around the northern city of Idlib, clashes were regular between Hayet Tahrir al Sham (HTS, that was formed by several factions including Al-Nusra Front, affiliate with Al-Qaida, but during 2017 most of the other factions withdrew leaving Al-Nusra as almost the unique component of HTS) and several other groups like Ahrar al Sham (an Islamic fighting group) and Al-Zenki (an armed group that first joint HTS and then withdrew from it).
- In Eastern Ghouta, a fight broke between Jaish Al Islam and Failaq Al Rahman (the two main rebel groups in Eastern Ghouta). It resulted in the division of Eastern Ghouta into two sectors (Northern Sector, around Douma, controlled by Jaish Al Islam and the Middle Sector, in the south/south-east of Douma, controlled by Failaq Al Rahman).
- As a result, the current land control split is roughly, 30% by the regime, 28% by SDF, 3% by Daech and 9% by the FSA/other factions ("Liberated Zones" that are very diverse in terms of conditions and military control), 30% is a deserted area that can't really be attributed to anyone (with some presence of the regime forces, Daech or FSA groups in some areas).



While all of the zones require a dedicated analysis, this report will only focus on the "Liberated Zones", that are not under the control of either the regime, Daech or the SDF as LDSPS's current and near-future action is based inside of these zones.

The “Liberated Zones”:

a. The “political” and administrative bodies:

- The National Coalition of the Revolutionary Forces and the Opposition, called the Syrian National Coalition (SNC) has lost a great part of its credibility both on the International scene and also within the Syrians inside the Liberated Zones. This body that was formed to represent the different forces opposing the Assad regime has been blocked by its own internal power–struggles and also by the lack of a serious and ambitious backing by the International Community;
- The Syrian Interim Government (SIG) that was formed in 2014 in Turkey, has been trying to become the official government for the Liberated Zones. By lacking the means of its ambition and by not having any influence on the rebel groups, this government had been reduced to a sort of a technocrat pole trying to provide services to the local administrative structures (the local councils), through an intermediary level of representation: the provincial councils;
- Of the theoretical 14 provincial councils that are “administrated” by the SIG, 4 were really active and were formed by election from the local councils (the provincial councils of Aleppo, Idlib, Rural Damascus and Daraa). 2017 has seen an increasing role of these councils as an important layer between the SIG and the local councils;
- In September 2017, HTS pushed and supported a group of technocrats that could be considered “close” to its agenda to form a “Salvation Government” based in Idlib. HTS provided this body with financial resources and applied pressure through intimidation and threats on several local councils to make them accept this “Salvation Government” and accept to cooperate with it. At the same time, several local councils in the province of Idlib and western parts of the province of Aleppo defied HTS and refused to recognize this body;
- In the divided Eastern Ghouta, each faction formed its “civil administration” under the names of a “Unified Commandment” (for Jaish Al Islam) or the “Revolutionary Commandment” (for Failaq Al Rahman). Both failed to have a great local impact mainly because of lack of credibility and resources.

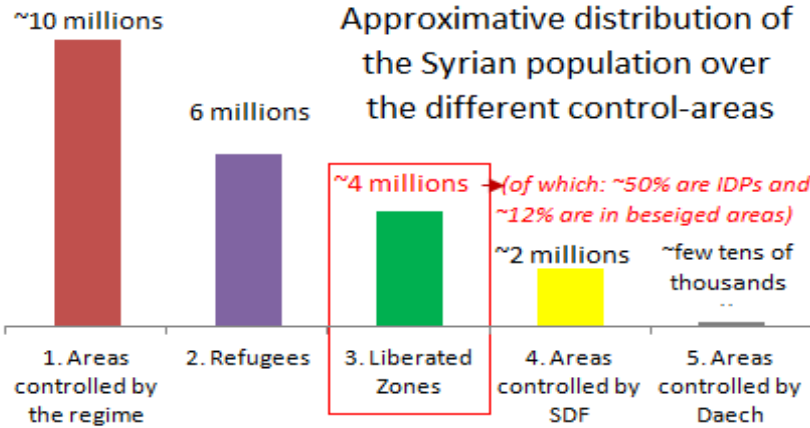
b. The armed factions:

- 2017 saw an increasing level of tension and fighting between the military factions. Control of the available resources (mainly crossing points and border crossings) was key to secure some crucial financial resources for the armed factions;
- The attempts of several armed groups to control the local civil life intensified in 2017 with the different bodies that were formed (the “Salvation Government”

supported by HTS in the north, the “Unified Commandment” and the “Revolutionary Commandment” formed by Jaish Al Islam and Failaq Al Rahman in Eastern Ghouta) and also with direct intimidations, threats and attacks on local Civil Society Organizations (CSOs) and actors.

c. The population and the civil society:

A rough estimate of the distribution of the Syrian population on the different control areas is shown in the figure below:



At the end of 2017, around 4 million inhabitants lived in the “Liberated Zones”. Half of them were IDPs and around 12% (around 500,000) lived in besieged areas (Eastern Ghouta and Northern Homs). These zones have suffered the most from destruction as they were the main targets of the regime and the Russian airstrikes. Around 70% of the infrastructure of these zones has been destroyed. Hospitals and schools were among the most-hit targets of the airstrikes. In addition, with the withdrawal of the state public services (along with the liberation), the population in the “Liberated Zones” are living under the most fragile situation of all of the Syrians with no public services, highly damaged infrastructure and continuous airstrikes. Some parts of the Liberated Zones have been under siege by the regime forces for few years.

The civil society in the “Liberated Zones” has been in action since 2012 with the first areas being liberated from the regime. Activists grouped in CSOs and Local Councils (LCs) were formed (mainly elected from general assemblies that were formed in each town/ village/ city-neighborhood by heads of families and local dignitaries). All cooperated to help the local populations and are trying to fill the void left behind the Syrian state institutions.

These structures have been crucial to avoid the spreading of epidemic diseases and famine as well as the maintaining of a minimum level of health and education services (made very hard by the systematic targeting by the regime and Russian airstrikes of hospitals and schools).

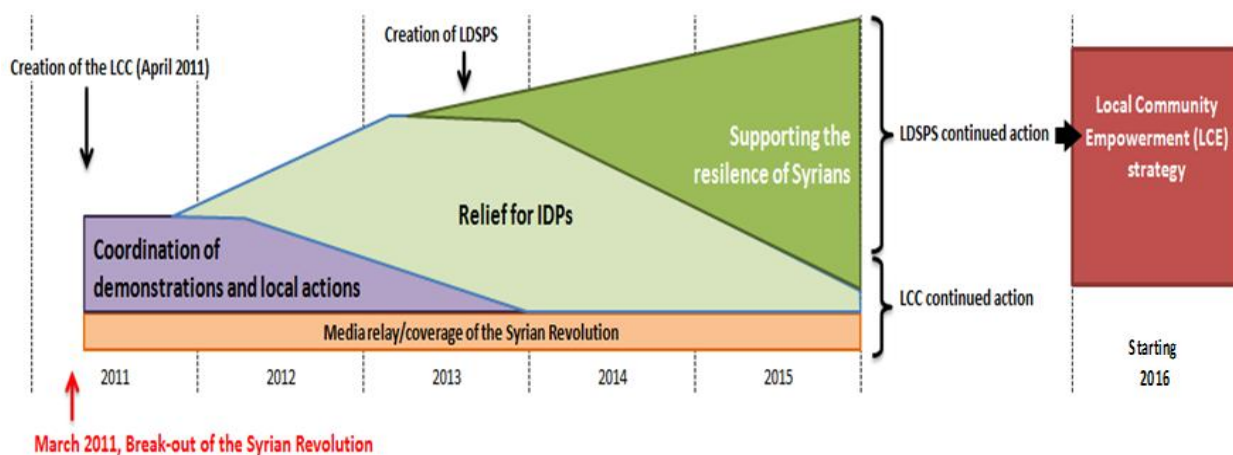
These local structures, local councils and local civil society organizations, have been facing important challenges linked to the harsh conditions they operate in (sieges and attacks by the regime and its allies), the lack of resources (both financial and human) and the different levels of threats and intimidations by the local armed factions. Their efficiency, inclusiveness, transparency are thus quite different from one area to another and sometimes from one town to the other in the same area.

In most of the cases in the “Liberated Zones”, women and IDPs continued to be excluded from the local decision-making processes in 2017. The influence of Islamic groups and the low level of education and of capacity of the local structures are the main reasons behind these exclusions.

Despite the excellent work done by these local structures, the local communities in the “Liberated Zones” continue to face serious challenges linked to security (mainly from the regime attacks), the provision of basic services, restarting the economic cycle (and thus securing revenues for the families) and getting their rights (freedoms and participation).

Empowering these communities and supporting their resilience is a key factor to secure a better future for around 4 million people inside of Syria living in the “Liberated Zones”. Doing so with a right approach that secures inclusiveness, participation and ownership can also contribute to designing a better future Syria.

LDSPS was born in 2013, derived from the Local Coordination Committees (LCC) to support the local structures in the “Liberated Zones”. Based on its vision it has set itself an objective of empowering the local community inside these zones and then throughout Syria.



III. OUR VISION AND MISSION

BASIS FOR OUR VISION

The analysis of the Syrian situation that LDSPS made lead to the following conclusions:

1. Syrians need support to start reconstruction of their future
2. A “bottom-up” approach (starting from the local community) for spreading democratic values has more chances of success
3. The future of Syria is secured by reinforcing the role of the local civil society (local councils and civil society organizations)
4. Support must come quickly before the freezing of the combats that could tempt the armed factions to control the local civil life
5. The current diversity of the Syrian situation has to be taken into account (different conditions in different areas)
6. Priority should be given to the “Liberated Zones” as their population are suffering the most
7. Creative local initiatives aiming at inclusiveness of marginalized groups (mainly women and IDPs) in the local decision-making processes, must be supported

During 2015, LDSPS has defined its new LCE strategy based on a re-adaptation of its vision and mission.

OUR VISION

Promoting democratic citizenship at the level of local communities is a necessary step towards achieving stability and a sustainable democratic system for the country where interests of all Syrians are represented and their aspirations to freedom and dignity are met.

Local civil society and local civil administrations inside Syria must thus be supported and reinforced.

Syrian NGOs must be empowered to implement this vision guided by inclusivity and non-discrimination (on the basis of gender, ethnicity, religion, class or belief).

We believe in a “bottom-up” approach of spreading democratic values...

The future of Syria is secured by reinforcing the role of the local civil society

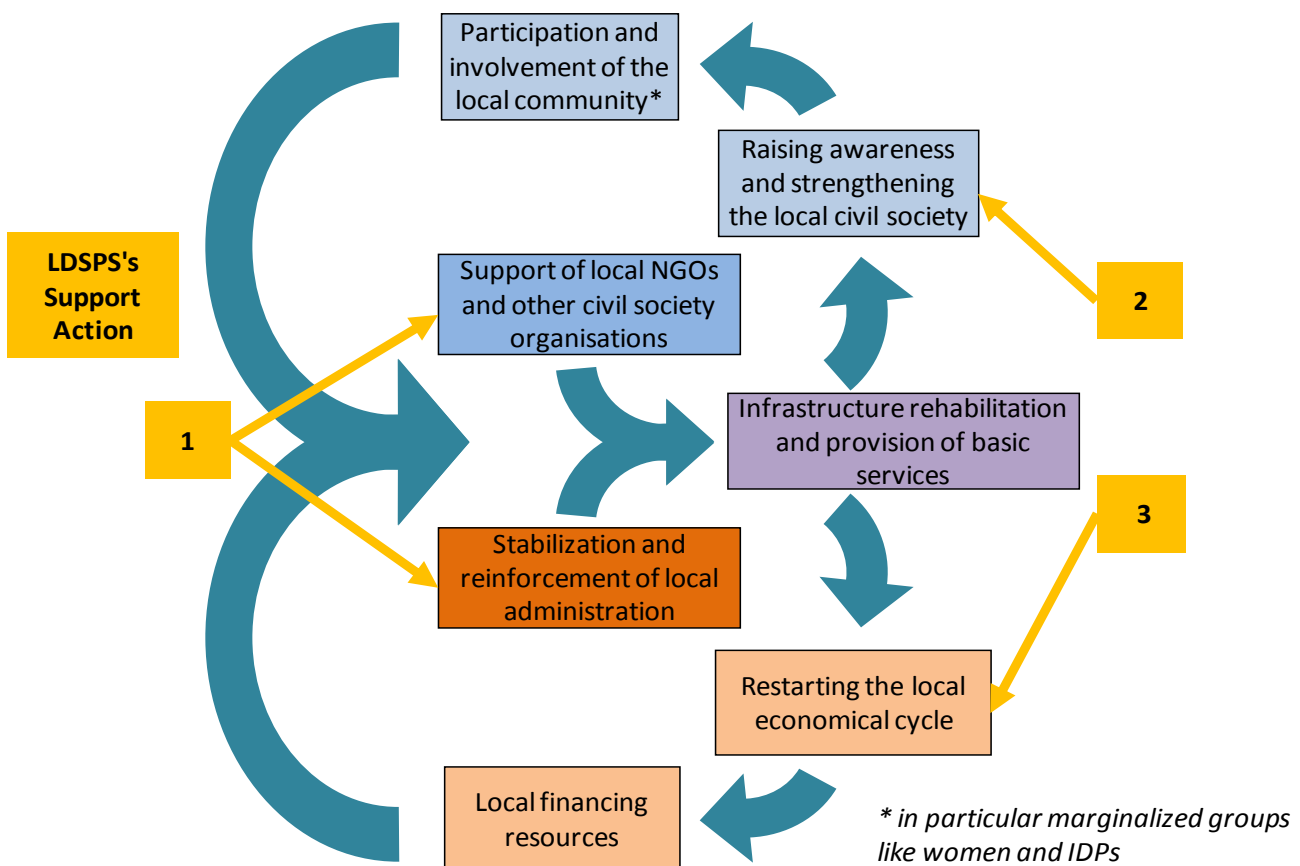
OUR MISSION

The mission of LDSPS is to empower sustainable local governing structures and local civil society initiatives to serve, represent, and advocate for all community members.

It supports local communities to define their own needs, set their priorities and decide on the adequate approaches to respond to those needs as they evolve, thus developing a strong sense of ownership and involving the local communities in the development process of Syria.

IV. STRATEGY (LOCAL COMMUNITY EMPOWERMENT)

The LCE strategy is driven by the local action. On a local level, a virtuous cycle of change can be activated if support is timely given to the local community. This **local cycle of change** is described in the figure below:

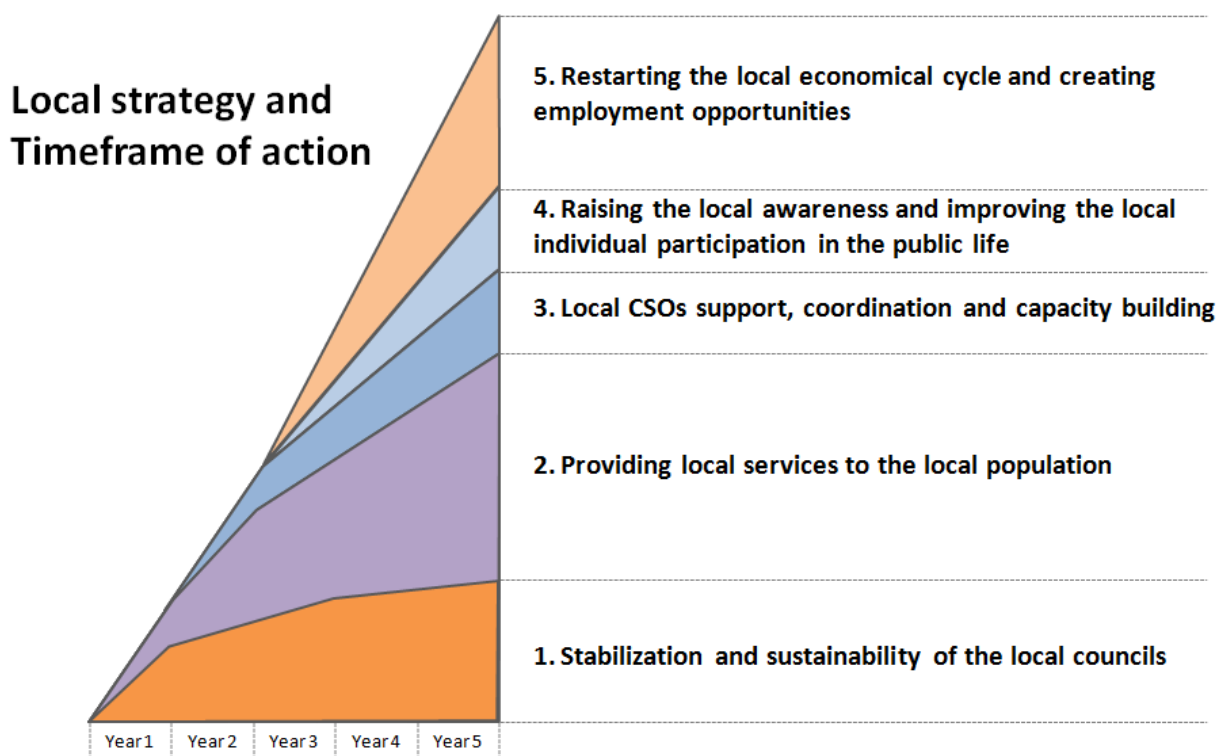


Supporting the local civil structures (local councils and civil society organizations) will contribute to the rehabilitation of the infrastructure and the provision of basic services, which on one hand will strengthen the local civil society and increase the awareness of the local population and then their participation in the local public life and on another hand will contribute to restarting the local economic cycle that should create local financing resources. Both elements will contribute to strengthen the local civil structures allowing a virtuous cycle to start on the local level that carries with it the empowerment of the local community and that of the local structures in an inclusive and democratic manner.

A virtuous cycle of change can be activated if support is timely given to the local community

LDSPS intends to contribute to this local cycle of change in the areas in which it operates (to start in the Liberated Zones).

The intervention strategy of LDSPS is summarized in 5 axes as shown in the figure below:



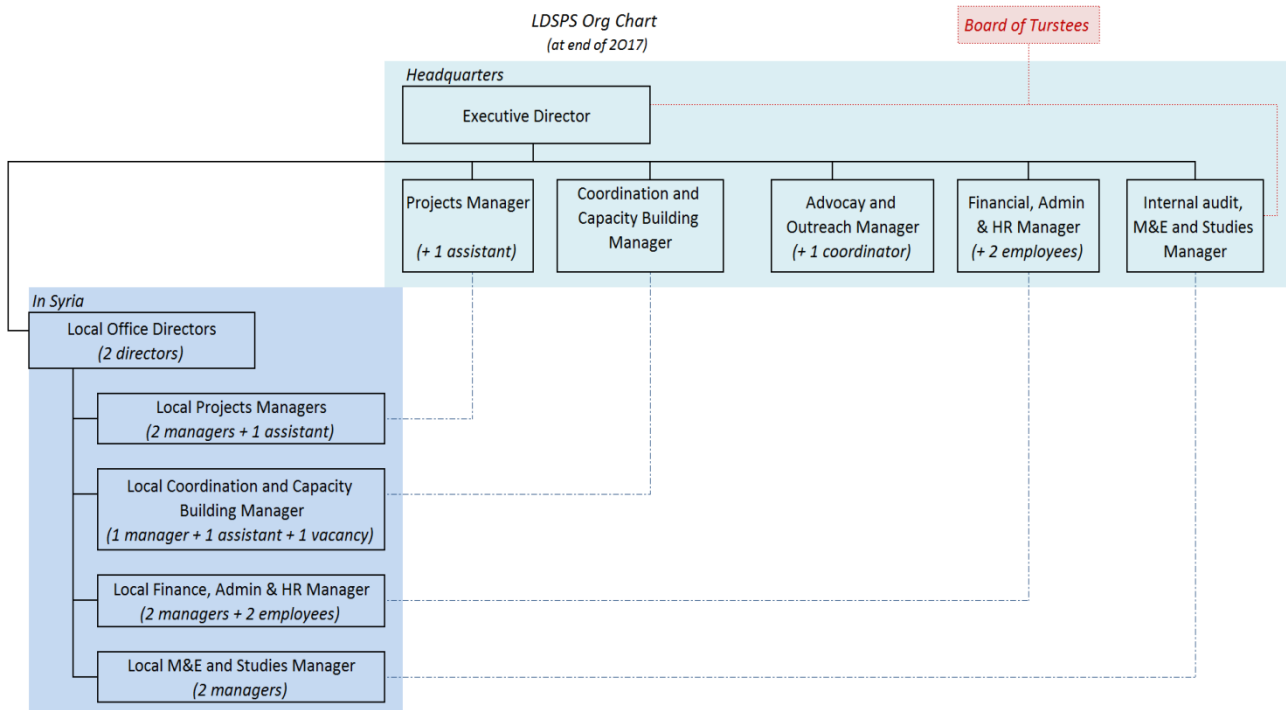
V. IMPLEMENTATION

OUR ORGANIZATION

Five principles of action have been established to guarantee the effective implementation of our mission:

- The funding of the organization's operations must be separate from the funding of local projects supported (no direct financial interest in any of the projects supported, no management fees);
- Local representation/access to all the areas supported
- Tight coordination with the elected/consensual local councils that are providing real and credible services;
- Local support is structured in three fields: local coordination and capacity building, monitoring and evaluation, and support in the funding of local projects;
- In supporting local partners, we place emphasis on their efficiency and their values, not on the size or the sector of activity of their project.

Our organization is structured around local offices that are supported by a central team under the guidance of a Board of Trustees as shown in the organization chart below:



VI. STORIES OF OUR ACTION: PEOPLE, ORGANIZATIONS AND RESILIENCE

We have selected some examples of our projects that reflect the type of action that we support and most importantly, how it is perceived by the local communities:

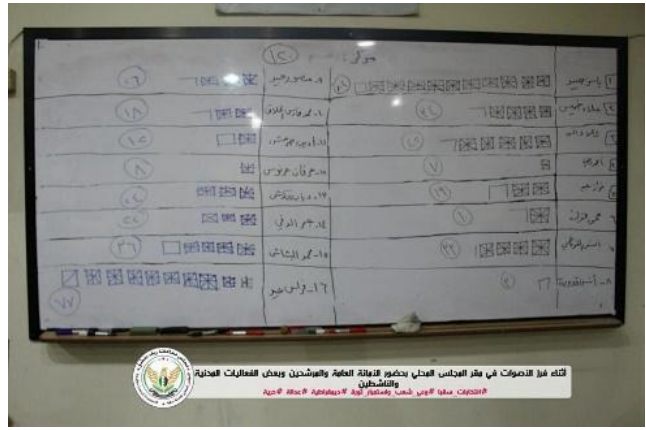
LOCAL ELECTIONS IN THE TOWN OF SAQBA IN EASTERN GHOUTA

in July 2017, as a result of the cumulative intervention of LDSPS with the local council of Saqba, civil society organizations and the community, the general assembly of Saqba town decided to have a general public election where every single person over 18 years can vote to select her/his representative in the local council.

At the beginning, some resistance to the participation of women appeared from some conservative groups. LDSPS contributed to convincing the local community leaders to allow women to participate. Once this was done in Saqba, that led the public elections wave in Eastern Ghouta, the debate on women participation was closed for the whole of Eastern Ghouta. All the following public elections are organized with the rights of women to vote.

The preparation of the election day in Saqba started in the beginning of July, when the election committee announced that public election will take place on 25th of July and started receiving candidates' applications. Then, flyers were distributed in the city encouraging the citizens to select their representatives, while some candidates made quick campaigns explaining their "electoral programs".





On the day of election, 9 election centers (8 for men, 1 for women) around the city were ready to start receiving the voters. Women and men elected the members of the executive bureau of the local council.

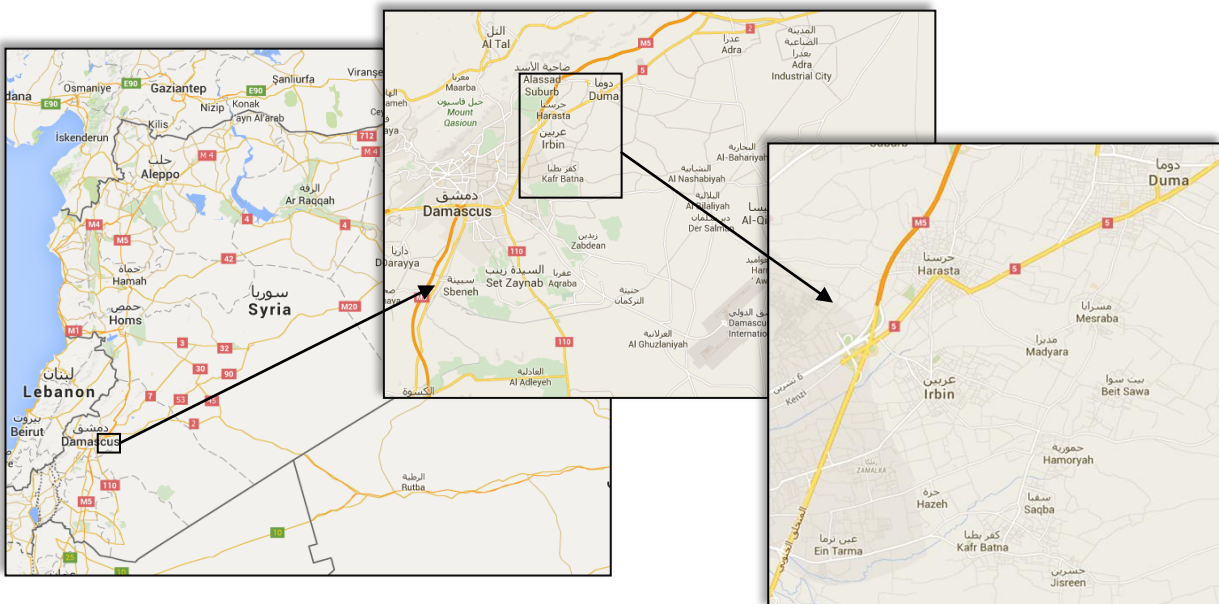
Although there was a very short preparation period, and despite the conditions of Eastern Ghouta, the participation rate exceeded expectations for male voters (around 45%). Women participation was low (around 3%) since the final decision on their participation was only made one day before the elections. The major success was the fact public elections were held and well organized.

LDSPS field team spoke to several voters who expressed emotions of finally having this real expression of the meaning of democracy as for some this was their first experience of free voting.

« This is the first time in my life that I vote! »
« I haven't voted before this since the 60's »
« Now I understand the aim of the revolution »

Statements by several inhabitants of Saqba

People from the community frequently discussed about the elections, the candidates, and the well-organized process.



FARMERS UNION IN EASTERN GHOUTA

As Eastern Ghouta was under the siege by the Syrian regime forces since 2013, its almost 400,000 individuals regularly suffered from shortage in food and basic materials.

Eastern Ghouta has always been famous for its farmlands and the experiences that its farmers have. It thus became necessary to start improving the agriculture sector after the withdrawal of the regime in order to mitigate the results of the siege.

Several individuals started farming with no experience in dealing with the soil, seeds and irrigation. Then with the arrival of several NGOs specialized in agriculture focusing on supporting small farming projects without any coordination between them nor with and the agricultural offices in the local councils of several towns of Eastern Ghouta, all these unorganized activities a wide group of farmers and agriculture engineers, in cooperation with the local team of LDSPS, to start planning to establish one union that organizes the farmers' work in the region.

It appeared at one stage that two separate efforts were going in parallel in two areas of Eastern Ghouta (the two sectors controlled each by a different rebel faction). LDSPS managed not only to help to initiate one of the two ideas (a farmers union in Eastern Ghouta that had started to form in areas outside of Douma), but also to convince the other initiative that was done separately in the city of Douma to join the common movement and both initiatives merged to form the Farmers Union in Eastern Ghouta in 15/03/2017, a cross-sector organization that went against the factions' division of the region.

The Farmers Union, which became the umbrella of the farmers in Eastern Ghouta, managed to solve some problems between farmers, organize the distribution of irrigation water from rivers and watercourses and of available seeds and define/cultivate the best crops to manage the available resources for almost 52,000 Acres and 12,000 farmers.

« We came to LDSPS to support the start of the Douma's Farmers League; they told us about the Farmers Union initiative in the other sector and convinced us to join »

Statement by a founder of the Farmers Union





LOCAL COORDINATION BETWEEN LOCAL COUNCILS AND THE PROVINCIAL COUNCIL IN EASTERN GHOUTA

One of LDSPS's main objectives is to support the local administrative structures in establishing a proper distribution of their mutual roles and responsibilities between the civil structures inside Syria.

In order to have a leverage and allow the strengthening of the different layers of local governance, LDSPS implemented an activity to finance the salaries of the employees and the management of the newly formed (at that time) Rural Damascus Provincial Council's for over a year to give them the time to fully define the strategy, the role, and the organizational structure of the council as well as the governing relationships between it and the local councils and the civil society organizations in Eastern Ghouta. In addition training was provided to some management members and heads of different departments of the council. Funding for these types of activities has always been almost impossible to get for the provincial council.

In the field of building/developing the relation between the provincial council and the sub-local councils several results were achieved:

- 1- By monitoring the elections (by a general assembly or direct public elections) of the local councils, the provincial council became the reference of the legitimacy of local councils in Eastern Ghouta.
- 2- Rural Damascus Provincial Council unified the Logos and Stamps of all local councils in Eastern Ghouta.
- 3- Rural Damascus Provincial Council organized periodic meetings with the local councils to discuss their actions and general situation in Eastern Ghouta and to prepare response plans when needed.
- 4- The merger with the USO (United Service Office), a local initiative of local experts that provided help and lead projects in coordination with local councils in the fields of infrastructure, rehabilitation and public services. The USO became the Services Directorate of the provincial council.
- 5- Preparing and providing unified forms for the local councils for financial and administrative paperwork.

« The interim government and the provincial councils were not able to work with the local councils as LDSPS did: funding salaries and capacity building »

Statement by M. Akram Taameh,
Vice-President of the SIG

STRATEGIC PARTNERSHIPS WITH LOCAL COUNCILS IN WESTERN ALEPPO COUNTRYSIDE

Since the beginning of LDSPS activities in Western Aleppo Countryside, 5 local councils were selected to build strategic partnerships, in which LDSPS uses available fund to pay the salaries of management and employees of the Local councils, to build their capacity through integrated training and coaching programs (by local training organizations in WAC) and to fund services/infrastructure projects with each local council.

After the signing of 3-year MoUs with the concerned local councils, an organizational assessment was done in collaboration with each council in order to define a structure that includes the number of employees to be hired and the salary scale to be used.

Workshops on hiring processes were then organized to help the HR departments of the local councils to recruit the necessary employees.

« After the Salary project and the hiring of the core staff, responsibility and dedication have increased within the employees.. We are heading towards more institutional work”

Statement by a founder of the Farmers Union

As a result, the 5 local councils hired around 65 (in average 12–13 per local council) as fixed staff that were then trained by a local CSO specialized in capacity building.

By being able to pay salaries, the local councils managed to hire staff (or retain some of the volunteers that used to work for them) and invest in their capacity building. Without paying salaries, to retain the staff, all previous capacity building efforts were wasted by the frequent un-planned departure of the staff (mainly for economical reasons). In addition, the dedication of the employees to their work has increased as reported by the local councils.



In addition to the hiring and training of the employees, LDSPS funded several services-provision projects that were implemented by the local councils in the region.



PUBLIC BAKERY RUN BY THE LOCAL COUNCIL OF JISREEN IN EASTERN GHOUTA

LDSPS funded Jisreen Local council in order to run a public bakery to provide a good quality product in decent price and avoid any attempt of price manipulation by private bakeries. The project aimed also at securing some income that could help in covering some of the operational costs of the Local Council of Jisreen (a part of LDSPS strategy is to help the local councils to find local sources of income).

The town of Jisreen has around 2200 families in addition to approximately 1200 families of IDPs. Jisreen had one public (government owned) bakery that topped running at the start of the siege of Eastern Ghouta (2012).

The Local Council of Jisreen had first to do the rehabilitation of the bakery since it was hit by the regime shelling during the random targeting of Eastern Ghouta.

The project also included the purchase of a stock of wheat (for up to two months) and the operating expenses to start running the bakery. Selling the produced bread was the mean for the project to become sustainable.

«The project secured a source of income for the council and provided the citizens in town with bread in the most difficult conditions It was of a great benefit during periods of severe siege»

Statement by the LC of Jisreen

In order to be able to keep the prices as low as possible, the local council of Jisreen spent a period of over one month testing an alternative source of power instead of fuel to run the bakery, which resulted in replacing the diesel by a fuel extracted from plastic waste.

This project and despite all the challenges in Eastern Ghouta during that period succeeded in providing a good quality bread in decent price compared to that provided by the private bakery, which supported the legitimacy of the local council in the town.



SUPPORTING HURRAS, A LOCAL CSO IN EASTERN GHOUTA

A part of LCE strategy that LDSPS is implementing is to support grassroots and Syrian civil society organizations. One of those organizations was Hurras, which focuses on supporting education and child protection in Eastern Ghouta.

The fund of LDSPS to Hurras aimed to support an accelerated education process in Eastern Ghouta.

In addition to contribute to the establishment of 25 centers around Eastern Ghouta providing an accelerated education for over 3,200 students, this fund helped Hurras to secure core funding of their Eastern Ghouta' office and cover the funding-gap between two funds that Hurras was counting on for their activities.

The project not only helped Hurras to provide the service to their beneficiaries, it also allowed them to avoid any interruption that could have resulted in embarrassment and the dropping of some of their staff and of their beneficiaries.

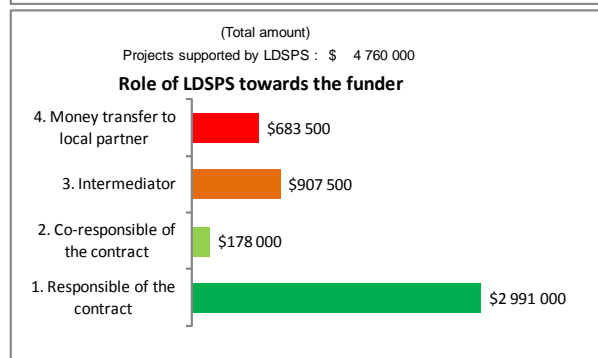
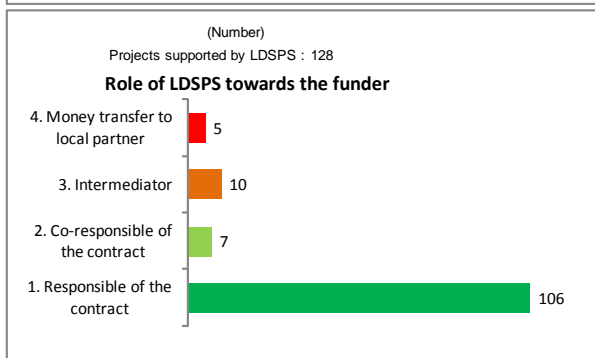
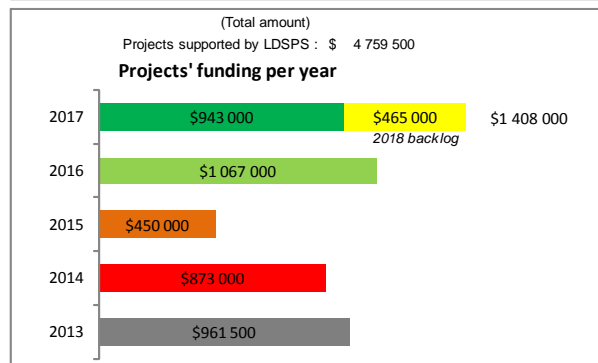
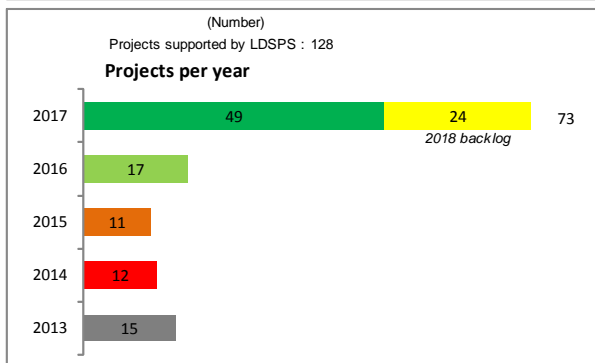
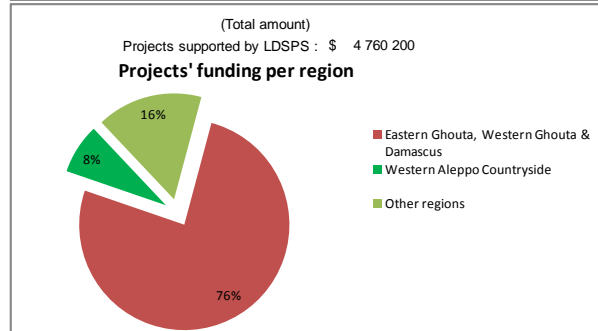
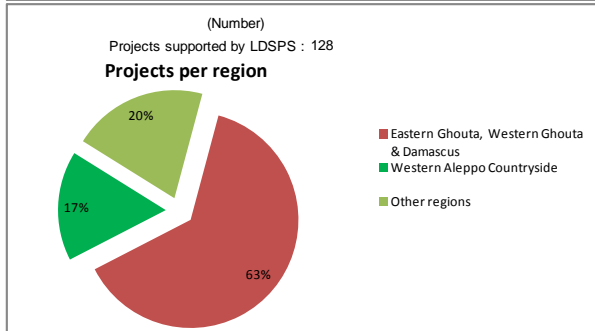
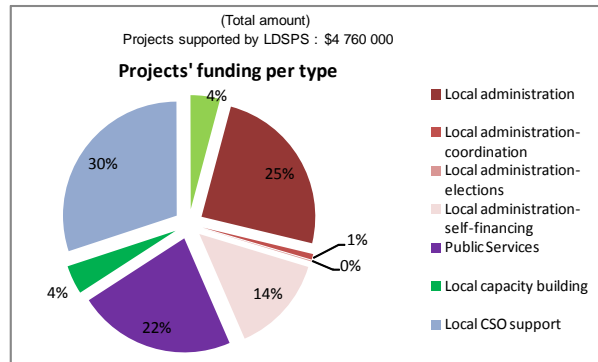
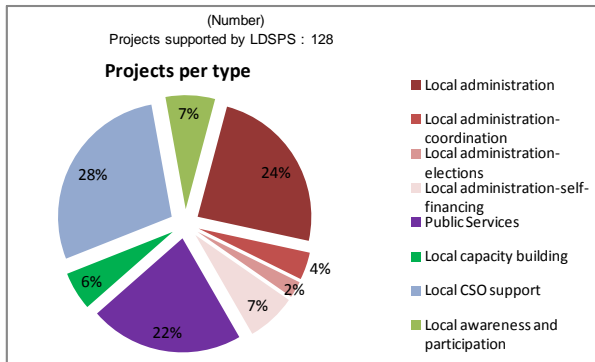
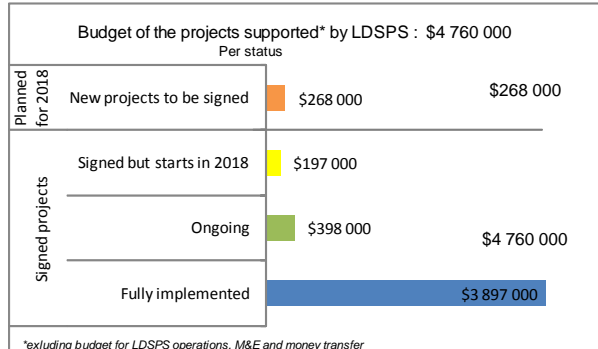
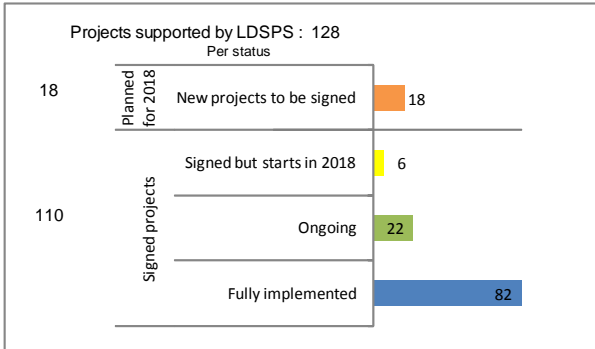
"This project saved our foundation after one of the strategic donors failed us. LDSPS's help filled the void at the and spared us a lot of embarrassment with the beneficiaries"

Statement by Hurras



VII. KEY FIGURES

Below are our key figures since our start in July 2013 (including 2018 starting backlog):



VIII. FINANCIAL STATEMENT SUMMARY

Below is a summarized financial statement in which the amounts for 2017 are exposed along with amounts for the period of October 1st 2016 to December 31st 2017 as this period corresponds to the first audited financial report that LDSPS has obtained.

	<i>Number of projects/ activities</i>	2017 Jan. 1st - Dec. 31st	<i>Audited period</i> Oct. 1st 2016 - Dec. 31st 2017
Funding obtained during the period		\$2 129 700	\$2 207 950
Other income (mainly currency gains)		\$22 150	\$22 150
Total income during the period		\$2 151 850	\$2 230 100
Projects implemented during the period		\$886 150	\$995 100
Funded in 2017		\$757 550	\$757 550
Partner projects	36	\$628 850 <i>a</i>	\$628 850
Activities implemented by LDSPS	13	\$128 700 <i>b</i>	\$128 700
Funded in 2016		\$128 600	\$237 550
Partner projects	6	\$128 600	\$237 550
Operating expenses of LDSPS		\$483 100	\$542 000
Payroll costs		\$267 800	\$293 900
Offices Expenses		\$75 000	\$103 150
Consulting and professional services		\$21 850	\$21 850
M&E		\$72 200	\$72 200
Money transfer cost		\$46 250	\$50 900
Provisions (accruals and releases)		\$782 600	\$693 000
Accrual for ongoing projects and activities		\$185 550 <i>c</i>	\$185 550
Accrual for projects and activities starting in 2018 (backlog)	24	\$465 100 <i>d</i>	\$465 100
Accrual for future operating expenses		\$238 400	\$238 400
Accrual for unplanned expenses (using currency gains)		\$22 150	\$22 150
Released past provisions before the period		-\$128 600	-\$218 200
Total expenses and provisions		\$2 151 850	\$2 230 100
Net result		\$0	\$0

*Funding for projects obtained in 2017 (a+b+c+d)

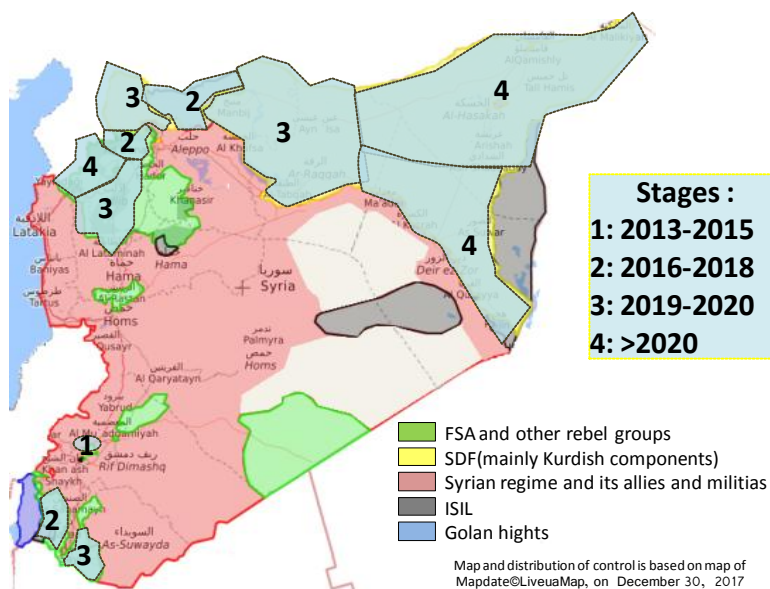
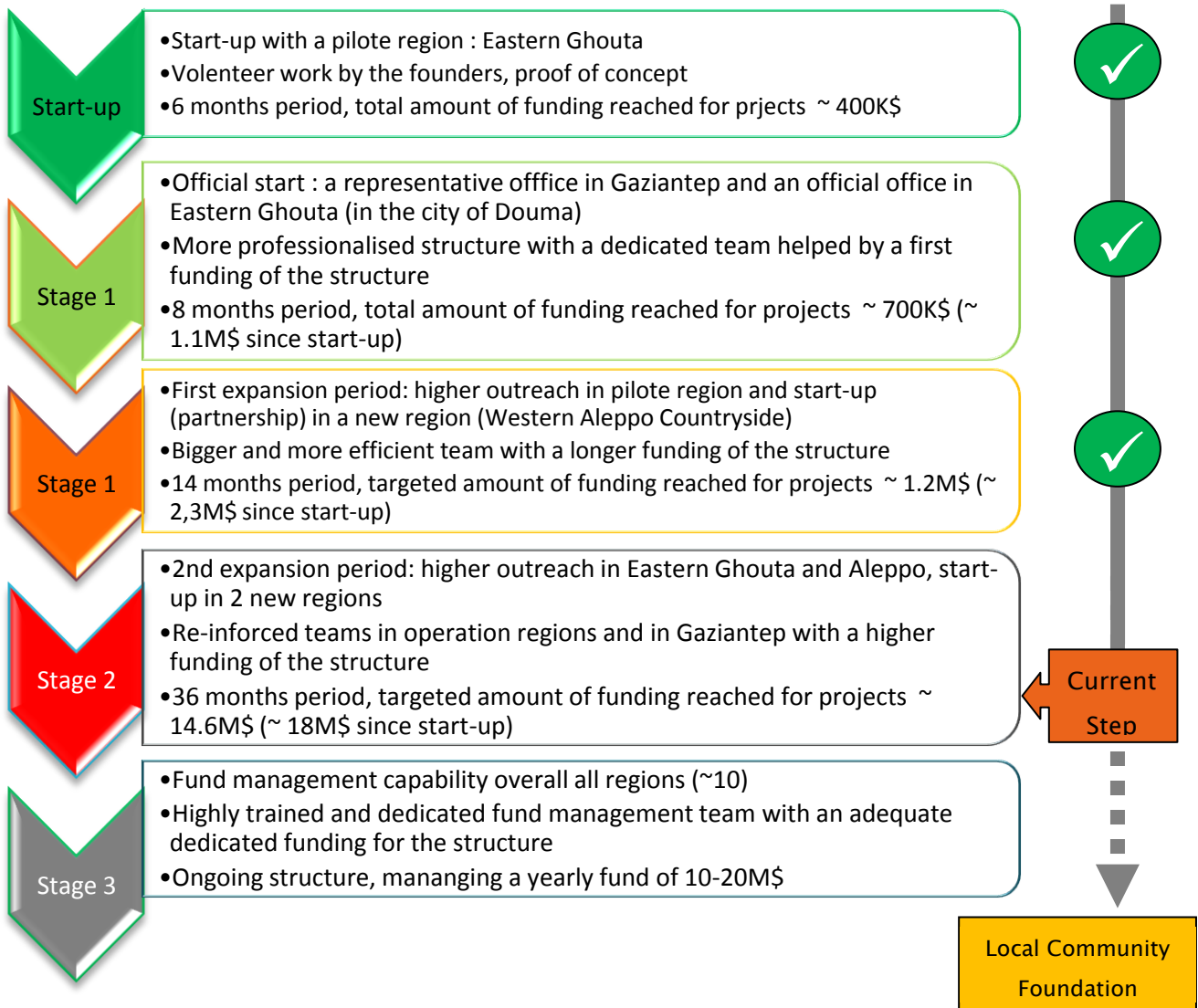
73

\$1 408 200

For 2018, on top of accrued amounts, we expect additional funds of around \$2.1M. With a 90% implementation rate in 2018 of these funds, the total expenses of 2018 should reach \$2.8M of which \$2.2M for projects and \$0.6M for operational expenses.

IX. TOWARDS A LOCAL COMMUNITY FOUNDATION

A part of the LCE strategy is to bring LDSPS to become a local community foundation. The following figure shows the targeted path towards this objective.



Currently, stage 2 of the strategy has started (since the beginning of 2016) with a geographical expansion into 3 additional regions within the Liberated Zones as shown in the figure below. Stage three should start by 2018-2019 with an extension to 5 other regions.

X. OUR PARTNERS

To all our partners with whom we share the results of a collective work since July 2013, we say: “THANK YOU! Without your contribution, our action would not have been possible”.

Our main local partners:

- Local councils: in Eastern Ghouta: those of Douma, Harasta, Zamalkah, Jisreen, Hamorieh, Kafr-Batna, Mesraba, Shifonieh, Hazzeh, Arbeen, Saqba; in Western Aleppo Countryside: those of Atareb, Darret Ezzeah, Urem Al-Kubra, Abzemo, Batabo, Al-Jineh, Kafr-Taal, Kafr-Naha, Kafr-Nouran, Kafr-Amma, Khan Al-Assal, City of Aleppo, Hazzano, Maaret Atareb, Taqad
- Provincial Council of Rural Damascus.
- Local revolutionary//services/unions bodies: The Local Coordination Committees, the Unified Services Office in Eastern Ghouta, the Unified Medical Office in Eastern Ghouta, the Revolutionary Communication and Coordination office in Eastern Ghouta, the Civil Defense in Eastern Ghouta, the Free Doctors Unions, the Farmers Union.
- Local CSO's: in Eastern Ghouta: the Syrian Non-Violence Movement, the Pharaon medical center, Alseeraj, Ibaa, Assous, Mahmoud Murshed Medalal foundation, the Administration Development Center, Faraha Medical Center, The Academic Forum, Masar Academy, Tanmieh Center, Al-Walid Medical Center, Itqan Center, The Women-Leaders Initiative; in the north-east of Syria: the Fraternity Center
- Syrian NGOs based outside of Syria: Kesh Malek, RMTeam, The Day After, Hurras network, Women Now, Faza'a.

Our main funding partners:

- European governments: Switzerland, Denmark, France, Sweden, The Netherlands
- International NGOs/structures: Fidh (la Fédération Internationale des Droits de l'Homme), Development and Peace, the Democracy Council, Chemonics, The Danish Church Aid, Save the Children, International Media Support, European Endowment for Democracy
- Other organizations: Adopt a Revolution, Assistance Coordination Unit (ACU)

LDSPS is a founding member of the Shaml Alliance aiming at coordinating the action and the cooperation between its members sharing the same values.

LDSPS is part of the Syrian CSOs group working on the Chart of Principles for Syrian NGOs.

LDSPS is also the coordinator of the group of Syrian CSOs working on a framework and principles for policies for the Rebuilding of Syria.



*Supporting Syrians Helping
Themselves*