R&R International AISBL
Annual Report 2025

Adopted by the Ordinary General Assembly of 11 October 2026

I. Executive Summary

The year 2025 was a year of new beginnings, both in Syria and Lebanon. After the fall of the Assad regime on 8 December 2024, many things were changing in both countries: the stalemate preventing the election of a new government in Lebanon ended, and Syrians started to return to their homeland. For the work of Relief & Reconciliation (R&R) in the border region between Lebanon and Syria, these events meant major changes. We had been waiting patiently on the Lebanese side of the border, together with millions of Syrian refugees, to return to Syria.

Over the year 2025, more than half of the Syrian refugee families we had served in the Akkar Governorate of Lebanon returned to their homeland. We decided to accompany them in this process and expand our operations in Syria to new centres. We also decided to reform our work in Lebanon. One day before the fall of Assad, we decided to sign the contract for a new Peace Centre in the village of Qantara, the only village where all major communities of the Akkar Governorate are present: Sunni and Alawite Muslims, as well as Maronite and Greek-Orthodox Christians. While our operations continued without interruption at the old Peace Centre in Bkarzla, one village next to Qantara, and in the other four learning centres of Akkar in Kousha, Tell Aabbas, Rahbe and Michmich, we used the year 2025 to renovate the old house of our new Peace Centre in Qantara and conclude a rental contract for the classrooms of the former village school next to it. In the end of September, the time had come to move into the new location. We finished the school year 2024/25 with more than 500 students, Syrians and Lebanese, enrolled in our daily classes in five learning centres. After a successful summer camp, we started the new school year in Qantara, but continued also the classes in the other four locations: Bkarzla, Kousha, Tell Aabbas and Rahbe.

The liberation of Syria from the Assad regime marked for us the return of international volunteers to Syria. The first travel in January 2025 brought the team from the Akkar Peace Centre to Damascus, Homs and Deir Mar Musa. We met many families we had served over the last 12 years and made new friends from different communities. It became obvious that the next area of operations would be in the surroundings of Qusayr, in the Homs Governorate, as most refugee families we have served came from there. Also, our mentor and co-founder, Father Paolo Dall'Oglio SJ, had asked us before his kidnapping by ISIS to be ready for the fall of the Assad regime "to deploy international volunteers along the Orontes River", in the mixed areas where Sunni, Shiites, Alawites and Christians have been living door to door. In the end of 2025, we had identified a suitable house in the village of Tell Nabi Mendo, the ancient city of Kadesh, just 20m from the Orontes River. On 2 December, the founding members of our new Syrian branch met in Damascus to agree on the deed of legal establishment. We rented the house of the new Peace Centre Kadesh in the same month – for a period of 10 years – and started the renovation work.

II. Governance

Also in terms of governance, the year 2025 was a year of new beginnings. After six continuous years as Chairwoman of R&R International, Miriam Lexmann MEP wished to pass back the baton to the founding Chairman, Friedrich Bokern, to accompany the new chapter of our organisation inside Syria. During Miriam's mandate, Friedrich had served as Secretary General of R&R International. The new Board of Directors was elected at the Ordinary General Assembly of 5 July 2025 in Paris, for a mandate of two years, composed as follows:

- **Friedrich Bokern**, Chairman
- **Basma Chaikh Karouch**, Secretary General
- **Marc-Antoine Mathijsen**, Treasurer
- **Ahmad Albayoush**, Director for Research & Strategy
- **Axelle Brémont**, Director for Livelihood Development
- **Catherine Amy Kropp**, Director for Spiritual Solidarity
- **Christoph Pfundstein**, Director for Fundraising
- **Hiyam Mkheiber**, Director for Communications
- **Maria Schweßinger**, Director for Volunteer Relations
- **Michael Conway**, Director for Advocacy
- **Mohamad Ghiye**, Director for Human Resources
- **Mohammed Talal Almuhbani**, Director for Education & Child Protection
- **Saydeh Makhoul**, Director for Monitoring & Evaluation

The Board also appointed Friedrich Bokern as Data Protection Director and webmaster, according to the requirements of the General Data Protection Policy of the Association, and the Board appointed Ahmad Albayoush as Security Adviser to the Board, according to the requirements of the General Security Policy of the Association. Furthermore, the Board re-invested a Central Committee as main informal agora for preparatory discussions amongst Board Members and other Members of the Association, as well as a Finance Committee, a Personnel Selection Committee, a Volunteer Selection Committee and a Volunteer Support Group as independent Board Committees.

In our National Chapters, the board of R&R Germany was re-elected for a third mandate of two years, with Ina Hoppe as Chairwoman, Anna Bortolin as Vice-Chair and Sebastian Askar as Treasurer. The board of R&R France was also re-elected, with Stéphane Lacroix as Chairman, Bérengère Massignon and Leila Seurat as Vice-Chairs, Jérémie Véron as Secretary and Anne Fuhrhop as Treasurer. The newly established Syrian branch elected Mohammed Talal Almuhbani as Chairman, Nada Sarkis as Vice-Chairwoman, Tamim Alkawli as Secretary and Abdulmajid Korndach as Treasurer. The Lebanon chapter was redressed under the leadership of Mohamad Ghiye and the UK chapter under the leadership of Christoph Pfundstein, whereas the National Chapters in Denmark, the Netherlands, Switzerland and the US remain inactive.

III. Activities in 2025

The activities of the association in 2025 intensified along with the developments in Syria and Lebanon. The main Peace Centre in the Akkar Governorate of Lebanon moved in the end of September 2025 from Bkarzla to the neighbouring village of Qantara. Activities continued without interruption during the year, like in the twelve previous years.

Friedrich Bokern continued to direct activities in the Akkar Governorate in his function as Country Director Lebanon, which he fulfilled as a volunteer without any salary or fee. In 2025, he was supported by two senior managers and four assistants, one of them engaged as from October to ensure better communications. Altogether, nine international volunteers served at the Peace Centre in Akkar in 2025. After one year without new arrivals in Lebanon, due to the intensive war of 2024, we relaunched a regular volunteer team with the Spring Term in April. They supported a total of 26 local teachers and two bus drivers engaged in 2025.

In Syria, the building chosen for the new Peace Centre Kadesh (Tell Nabi Mendo), next to Qusayr in the Homs Governorate of Syria, was rented as from the beginning of December to start renovation work; activities are foreseen to be launched in 2026. The newly elected Board of Directors appointed one of its members, Mohammed Talal Almuhbani, as the new Country Director Syria in July 2025, after his return to Syria from Lebanon, where he had worked for us in the past as a senior manager. As from December, following the foundation assembly of our new Syrian chapter, he was joined by one field manager and one communications assistant.

(a) Peacebuilding Activities

The liberation of Syria from the Assad regime on 8 December 2024 was the starting point for a major shift in our peacebuilding operations. We had been waiting and preparing for this event since the day of our establishment. **Father Paolo Dall'Oglio SJ**, our mentor and co-founder, had admonished us before his forced disappearance in 2013 to remain ready to deploy international volunteers "along the Orontes River", in the most mixed areas of Syria where retribution and revenge were most likely to occur. The Assad clan, belonging to the Alawite religion, had used its own and other communities to close the ranks of a repressive state apparatus under attack by the revolution. Many of the massacres committed by the henchmen of Assad – or their regional allies, including the Lebanese Hezbollah – had the clear intention to stir up sectarian hatred. "Winning the Peace after the Syrian Revolution" – this was the slogan of our original fundraising collect in 2012/13, actively supported by Father Paolo and the other 22 founding members of "Relief & Reconciliation for Syria". This moment had come with the liberation from the Assad regime.

We intensified our visits to all parts of Syria in 2025 and laid the ground for the establishment of a **first permanent Peace Centre in the Homs Governorate**, right next to the city of Qusayr, where the Orontes River enters Syrian territory. The area of Qusayr has particular significance for us and for those we serve. This mixed town, where a Sunni majority lives alongside Christian, Shiite and Alawite communities, was one of the first places to rise up against the Assad dictatorship in 2011, and also

one of the first where the uprising took a sectarian turn. Father Paolo visited Qusayr twice, in 2011 and 2012, negotiating the release of hostages and offering practical and moral support to the besieged population; a video showing him sharing an iftar meal with rebel fighters during his second visit led to his expulsion from Syria in June 2012. Qusayr was later among the first towns retaken by forces loyal to Assad, and the first place where the Lebanese Hezbollah openly entered the war on the regime's side; more than 60,000 Sunni residents of the town were killed or displaced in the process. Most of the Syrian refugee families we have served in Lebanon over the past 12 years originally came from this area.

Many members of the **religious and linguistic minorities** in Syria – be they Alawite, Druze, Christian, Kurdish or others – saw the fall of Assad with mixed feelings. Some of them had been actively engaged on the side of the Assad regime – including representatives of Christian churches – even though very few still had trust in Bashar Al-Assad as a person. Their fear of retribution was partially fulfilled in 2025 with two major massacres in the coastal area of Syria – targeting Alawite villages and neighbourhoods – and in the Druze area of Suwaida in the south. Both events, in March and in July 2025, occurred after an attack by forces affiliated with the old regime on the security branches of the transitional government. In both cases, the general mobilisation to counter these attacks led to the massacre of entire families simply because of their belonging. We welcomed the fact that these serious crimes against humanity were stopped swiftly by the transitional government, but we deplore the loss of life and the fear that these events instilled in minorities.

Our work in Lebanon was affected by these events as well. Our international volunteers and local staff members were at the frontline of the Syrian-Lebanese border in March 2025, when 50,000 Alawite refugees came into the region of our operations over a single weekend. We helped to evacuate Alawite families fleeing the massacres through our friends inside Syria, and welcomed them at the informal crossings of the border river. Four families from Tartus and Banyas found shelter at our old Peace Centre Bkarzla for several weeks, before returning to Syria or finding more permanent accommodation in our village. Like in 2024, when we welcomed internally displaced Shiite families from the South of Lebanon, this act of **Abrahamic hospitality** was a major step in our peacebuilding operations, as it involved our Sunni staff members and volunteers from Syria who had themselves been living as refugees in much worse conditions for over a decade.

Under the sign of reconciliation and justice, these events also marked our regular peacebuilding activities throughout the year. Most notably, we assembled Christian and Muslim friends of all confessions for the annual **Peace Iftar** during the Holy Month of Ramadan, which took place on 27 Ramadan 1446 AH, which is 27 March 2025 AD, in front of the house of Sheikh Hassan Hamid Abbas, the elected representative of Akkar in the Alawite Council of Lebanon, just 20m from the border river and in the presence of hundreds of Alawite refugees who had arrived only a few days earlier. The Peace Iftar, also attended by Sunni sheikhs and Christian representatives, sent a strong message of solidarity and reconciliation to all those we serve in Lebanon and Syria — and to the world.

It is remarkable that the Akkar region remained peaceful during this massive new influx of refugees. We remember the open war between Alawite and Sunni villages when we first started our work in 2013. Also thanks to the **Spiritual Committee of religious leaders** from Akkar, which we helped to

establish, our region has become one of the most peaceful places in Lebanon, one that continues to shelter more than 100,000 Sunni refugees from Syria, as well as Palestinians and Alawites or Christians. There has not been a single sectarian murder in our region for more than 10 years now — and even the new arrival of Alawite refugees did not trigger any violence.

The annual **Easter Peace March**, held every year on the first Saturday after the Western Easter date, was another occasion to strengthen the bonds between different communities and to integrate the Alawite families into the social fabric of the Sunni and Christian communities we have served. Contrary to previous years, we decided not to go to Qadisha Valley, as we did not want to expose the recently arrived Alawite families to the risk of arrest at one of the Lebanese army checkpoints on the way, since they had not yet obtained legal papers. We opted instead for a peace march in the beautiful Oudine Valley, a Christian valley in the east of Akkar. Starting at the Maronite monastery of Saint-Elias, we made a stop at the ruins of the ancient monastery of Saint-Elian and continued the tradition of Christian-Muslim prayers and readings. About 80 Youth Leaders of the Interreligious Youth Movement attended the march, together with Christian and Muslim teachers and friends. Altogether, some 120 participants enjoyed a day of nature and solidarity that ended with a hearty manakish lunch at a traditional tannour oven.

The **commemoration for the kidnapping of Father Paolo**, on 29 July 2013, was organised for the first time inside Syria, at Deir Mar Musa Al-Habashi, the monastery next to Nebek in the Rif Damascus Governorate, which he had re-established and which is still home to the monastic community Al-Khalil. Friedrich Bokern and other R&R members attended the commemoration at the monastery, which was followed by another day of memorial services at the Syrian-Catholic cathedral of Homs — in the presence of the Minister for Social Affairs of the transitional government and the newly appointed Governor of Homs — and at the Jesuit community of Homs.

In Lebanon, the work of the **Interreligious Youth Network**, detailed below under Psychosocial Activities, also had a considerable impact on the peacebuilding dimension of our mission. The Youth Leaders not only took part in the Easter Peace March, but also in several other encounters with religious figures and local communities. The weekly “Friday Fun” sessions also gained an interreligious dimension through the alternation of monthly themes. At least two themes of the year were chosen under the heading “Respect of God and religion” – for instance in the organisation of Ramadan meals for younger children, or the distribution of Christmas gifts in December.

(b) Educational Activities

Daily education for vulnerable children of all communities living in our area of operations remained the priority of our daily work throughout 2025, like in the twelve prior years since our establishment. In 2025, the main challenge was connected to major population shifts in the north of Lebanon: the massive return of mainly Sunni refugees to Syria after the fall of the Assad regime, and the arrival of new refugees, mainly Alawites.

More than 1.5 million Syrians had been refugees in Lebanon for more than a decade, the vast majority of them fleeing the brutal oppression of the Syrian Revolution by the Assad regime. In the Akkar Governorate alone, more than 150,000 refugees had been living without confirmed legal status, in constant fear of expulsion or arrest, many of them in informal camps; the UN counted more than 300 such informal camps in our area alone. About half of the refugee families we had served for over a decade returned to Syria in 2025. Those who remained were among the most vulnerable, without a house to return to and without enough savings to finance the move. On top of this, cash assistance and other forms of aid through the UN were reduced to zero over the course of 2025, leaving those who could not return with far fewer chances of survival.

We finished the school year 2024/25 with 515 students enrolled in one of four learning centres in Akkar: the Peace Centre Bkarzla, the two camp schools in Tell Aabbas and Kousha, and the seasonal learning centre in Michmich, hosted by a local NGO. With the beginning of the school year 2025/26, we increased the number of active centres to altogether five, adding the new Peace Centre Qantara to the list of locations, while operations continued in Bkarzla, Tell Aabbas and Kousha. We also relaunched the learning centre in Rahbe as a new permanent location, hosted by the local municipality in its beautiful municipal theatre, which we could also use for cultural events.

Like in previous years, our international volunteers and local outreach assistants, with the support of our freshly trained Youth Leaders of the Interreligious Youth Network, conducted a comprehensive **survey amongst all Syrian students** of the school year 2024/25, a considerable number of Lebanese students, and a comparable sample of school-aged children in our main areas of operation who had not been enrolled in our classes. Most interviews were conducted between September and December 2025, whereas the final results were only available at the beginning of 2026.

The data from this survey, combined with the requests from parents and students during the evaluation rounds of the quarterly Parents' Assemblies in each location and at the Summer Mountain Camp, informed the adaptation of our educational activities for the new school year. Our work was marked both by continuity of service to children already enrolled in our classes and by the transition into new locations following the liberation of Syria from the Assad regime. Most notably, we continued the following core activities:

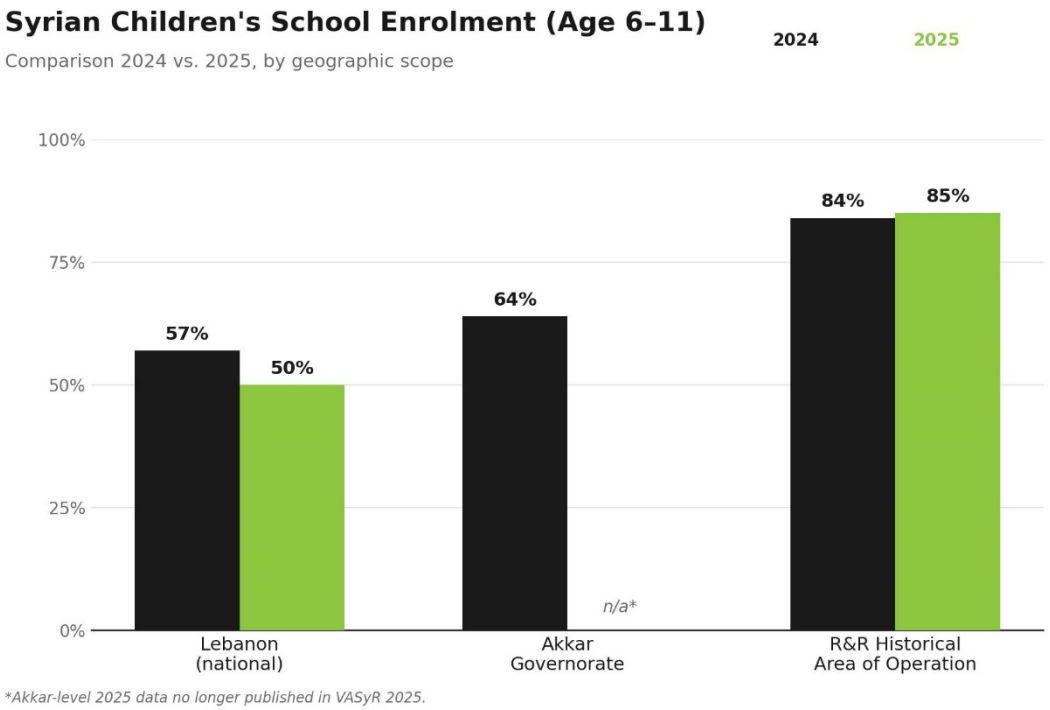
- **Homework help classes**, like in previous years, remained the form of support most requested by all communities, Lebanese and Syrian alike, since the Lebanese curriculum is taught mainly in French, including maths and sciences. Throughout Lebanon, most children rely on some form of private tutor to cope with this demanding curriculum, and dropout among poor families is high because they cannot afford someone to help, especially as a consequence of the financial meltdown of Lebanon between 2019 and 2023. Daily homework help was provided at the Peace Centre Bkarzla, as well as at the camp schools in Tell Aabbas and Kousha, and — as from October 2025 — also at the new Peace Centre Qantara and the Learning Centre Rahbe. Homework help students were divided into two shifts: a morning shift for those attending the afternoon shift of public schools, which continued to be offered for Syrian refugees only, and a larger afternoon shift for those attending the regular morning school, both Lebanese and Syrian.

- Like in the four previous years, a special form of school support was offered at the Learning Centre Michmich, where we implemented the sixth edition of our final **exam preparation** classes for high-school students sitting their Baccalauréat exams. This year, 83 students enrolled in the preparation classes, divided into three high-school sections: 28 in the life sciences section (focused on biology and chemistry), 19 in the general sciences section (focused on maths and physics) and 36 in the economics and social sciences section. Most of these students were Lebanese. All of them passed their Baccalauréat exams, with the highest scores of all high schools in the region. This offer responds to a request from the local Lebanese community in Michmich, where we have been working, with interruptions, since 2013: the Covid-19 lockdowns and the financial collapse of Lebanon in 2020 prevented students from paying for the private tutors much needed to prepare for the demanding Lebanese exams. Classes were offered over four consecutive months, from April to July.

- Even though school enrolment reached new heights in the historic areas of our operations — the surroundings of Bkarzla and the areas of the camp schools in Kousha and Tell Aabbas, covering roughly the five municipalities of Khreibet El-Jindi, Halba, Kroum Arab, Cheickh Mohammed and Tell Aabbas El-Gharbi — we continued to offer **basic literacy and numeracy classes (BLN)**, designed especially for Syrian and vulnerable Lebanese students who could not yet enrol in any chartered public or private school. Daily classes were offered at the Peace Centre Bkarzla and the camp schools in Kousha and Tell Aabbas throughout the school year 2024/25, and continued into 2025/26, complemented by two supplementary BLN classes at the new Peace Centre Qantara and the Learning Centre Rahbe, bringing the total number of BLN classes to five by the end of 2025.

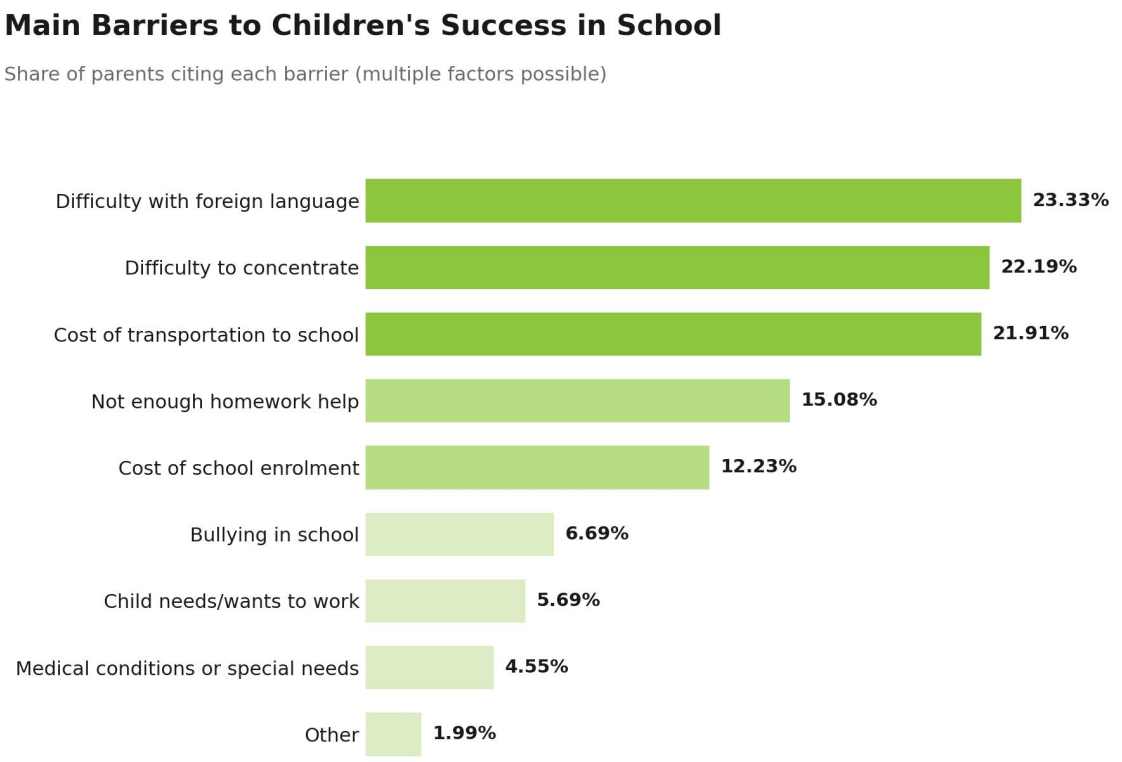
- Last but not least, the **"Work & Learn Scheme"** for older students who were not enrolled in public or private school because of the necessity to generate income for their families, continued also in the school year 2024/25, especially with the offer of IT classes, upon the request of most youth and families we questioned in our learning centres, but also with connected English classes offered at the Peace Centre Bkarzla, as well as in Kousha and Michmich. Such IT and English classes continued at the new Peace Centre Qantara with the beginning of the new school year. Besides these, the request for a relaunch of tailoring classes at the Camp School Kousha was foreseen for the beginning of 2026.

The long-lasting educational work in the historic areas of our operations, most notably in the surroundings of the old Peace Centre Bkarzla and the Camp Schools Kousha and Tell Aabbas, continued to show positive effects on the Syrian refugee population. According to the latest national data published by UNHCR, Akkar — despite being the poorest governorate of Lebanon, with the smallest presence of international NGOs — had **the highest school enrolment rate** among Syrian refugee children. The areas around the Camp Schools of Kousha and Tell Aabbas in particular are those with the highest total number of Syrian refugees in the whole governorate. We can therefore be certain that this success is also partially ours, especially considering that our classes have been running without interruption on every school day since 2013.



Across 703 surveyed children (616 Syrian, 85 Lebanese, 2 Palestinian), Syrian school enrolment reached 85% in R&R's historical area of operations, far above the national rate (50%, down from 57%) and Akkar's 2024 figure (64%). The presence of other NGOs in these areas collapsed to 3% (from 15%), which corresponds to our own observations following the rollback of UN funding. Homework support reached 93.4% of all students enrolled with R&R, and overall grade-progression success hit 93.54% (up from 80%), with R&R students outperforming non-participants in public schools (93.46% vs. 90.81%). Reported barriers to success were foreign-language difficulty (23.3%), concentration problems (21.7%) and transportation costs (21.9%). Parental satisfaction with R&R classes and activities rose in this year to 7.37 out of 10 (from 7.07), with classroom discipline flagged as the top area for improvement. Following the fall of the Assad regime, 64.8% of Syrian families intend to return within the year, though 86% report destroyed housing and 35.2% remain unwilling or unable to do so under current conditions.

The results of the survey show that there remains a strong demand for the continuation of educational support, both from the remaining Syrian population and from affected Lebanese families trying to cope with the severe effects of their country's financial meltdown. The responses from surveyed families show that the choice of classes we offer corresponds to their needs:



Like in previous years, our educational work was funded mainly by small private donations. We were glad to receive a fourth annual contribution from Aktion Hoffnungsschimmer e.V. towards our fundraising goals, ensuring the uninterrupted continuation of classes.

(c) Psychosocial Activities

Psychosocial Activities were implemented exclusively in the Akkar Governorate of Lebanon, increasingly centred around the **Interreligious Youth Movement** that has grown out of the weekly Friday Fun activities we have offered since the very establishment of our work at the Peace Centre Bkarzla in 2013 – organised originally by international volunteers, and progressively taken over, as from 2021, by the Youth Leaders who had grown up with us. Following the training they received in 2022, funded by the German Ministry of Economic Cooperation and Development in partnership with GIZ, they expanded these activities and took on ever more responsibility.

The core of the Interreligious Youth Movement remained the weekly structured recreational activities, the famous **Friday Fun**, offered since 2025 in all five learning centres. More than 450 children took part in these activities, while 106 Lebanese and Syrian Youth Leaders received leadership training and took active responsibility for facilitating activities for younger children. Two-hour sessions were conducted every Friday by trained junior and senior Youth Leaders under the supervision of our staff members. The sessions were open to all children living in the surrounding communities, with participants divided into age-appropriate groups whenever needed to ensure

meaningful engagement. The recreational curriculum was developed and coordinated by our field staff in close collaboration with the Youth Leaders, and alternated between monthly themes built around four principles that the Youth Leaders had defined:

- Respect for God and all the heavenly religions
- Respect for communities and their culture
- Respect for individual persons and their free development
- Respect for nature and the protection of the environment

The highlight of the year was without any doubt the annual **Summer Mountain Camp**. The tenth edition of the camp, entitled "Princess Phoenix", brought together approximately 270 children aged 11 to 14 from all five R&R learning centres over two camp days, on 22 and 23 August 2025, which formed the highlight of the longer Summer Mountain Camp for Youth Leaders held from 17 to 24 August and involving 98 Youth Leaders, both Syrian and Lebanese, aged 15 to 21. The camp served as a key milestone in the development of the interreligious youth movement, welcoming new members into the Youth Leader teams, strengthening relationships among young people from different locations and backgrounds, and laying the groundwork for the movement's statutes. Throughout the seven-day programme, participants were encouraged to practise "learning by responsibility" by taking an active role in planning and facilitating activities for younger children during the two-day children's summer camp, besides outdoor activities, team-building exercises, reflection sessions, and a collective hike. The camp days for children began with choir sessions and interreligious prayers. The main activity was an interactive theatre play and cross-country game following the story of Princess Phoenix, inspired by the tale of "Sleeping Beauty" ("Dornröschen"), who had been bewitched by the dictator Thanatos, who stole her crown gems. Working together, the children searched for the missing gemstones and reassembled the princess's crown.

Besides the main Summer Mountain Camp for Youth Leaders and children aged 11 to 14, we also offered **camp days for smaller children**, aged 5 to 10, from all locations, who were only partially mixed with one another: on 14 August for children from the Kousha and Tell Aabbas Learning Centres in Wadi Oudine, on 5 September for children from Michmich at the Qammouaa plain, and on 12 September for children from Bkarzla and Rahbe at the Saydet Labde church.

Cultural and sport activities were implemented throughout the year at the Camp School Kousha and the Peace Centre Bkarzla, and, as from October, also at the new Peace Centre Qantara, the Camp School Tell Aabbas and the Learning Centre Rahbe. Altogether, 80 children attended the **weekly music classes** and 97 children took part in the **weekly sports classes**, offered for both girls and boys. The cultural highlight of the year was the participation of children from all locations in an **interactive theatre play** offered in cooperation with Collectif Kahraba, a Beirut-based theatre group, on 8 November at the Municipal Theatre of Rahbe, where we had relaunched daily homework help and BLN classes only a month earlier. The play, "Tale of Creation", was inspired by the prehistoric paintings of the Chauvet Cave in France. It was shown by Collectif Kahraba throughout Lebanon, and we were very glad to have become their privileged partners for the Akkar Governorate, uniting children from five locations in Rahbe.

The Interreligious Youth Movement drew on the increasing engagement of more than 100 Youth Leaders, who came together on 28 February for the annual Snow Trip, used as a **training day** for learning new engaging games for younger children, as well as on two further training days: on 8 August, to prepare the Summer Mountain Camp, and on 31 October, to plan the new school year at the new Peace Centre Qantara. These training days were accompanied and prepared by regular sessions of the elected Drafting Committee, which prepared the statutes of the interreligious youth movement, expected to be adopted in early 2026.

Our psychosocial activities were complemented by regular outreach visits to all the communities we serve, organised as "campaign outreach" for the annual evaluation survey, as regular "relationship outreach" to the families of all communities we serve, and as particular "case management outreach" for cases of hardship or concern signalled by our teachers, by the Parents' Committees of each location, or by the observations of our Youth Leaders. Such cases were accompanied by our Protection Officer, and progress on each case was reported in a weekly Protection Report discussed with the management team at the weekly Friday meetings.

The activities of the Interreligious Youth Movement – most notably the Summer Mountain Camp, the day trips and the regular music and sports classes – were supported in 2025 by two generous grants from the Catholic Diocese of Münster and by the German association "Globale Brücke e.V.", which had sponsored our work in the past.

(d) Emergency Aid Activities

Expenditure on emergency aid diminished considerably in 2025, after the intensive activities that followed the earthquake of 6 February 2023 and the arrival of internally displaced persons during the 2024 war of Israel against Lebanon. In 2025, a more peaceful year than the previous one, emergency aid was restricted to the distribution of food parcels and bedding materials to newly arriving Alawite refugees after the massacres of March 2025 in the coastal areas of Syria.

Besides this extraordinary distribution, we continued until the end of July to provide monthly cash assistance to families of our students reported to our outreach teams, as decided by the Parents' Committee in one of the five locations. At the end of the school year 2024/25, however, the management staff decided to suspend such cash assistance, after the selection of some families with cases of particular hardship had caused some uproar within the community of the camp Cheikh Mohammed 004, next to the Camp School Kousha. The families of the camp insisted that we should distribute the same amount of money to all families, which was incompatible with our budget.

Emergency aid has to be reassessed in light of the return of many families to Syria – mostly to areas where more than 85% of houses were destroyed by the Assad regime and its allies. At the same time, aid remains necessary in Lebanon, especially in light of the massive cuts to regular aid deliveries by the UN and its partner organisations. Following the move of the main Peace Centre to its new location in Qantara, and the establishment of the Peace Centre Kadesh inside Syria, the reorientation of the Emergency Aid Programme Line has been identified as a major priority for 2026.

IV. Financial Records

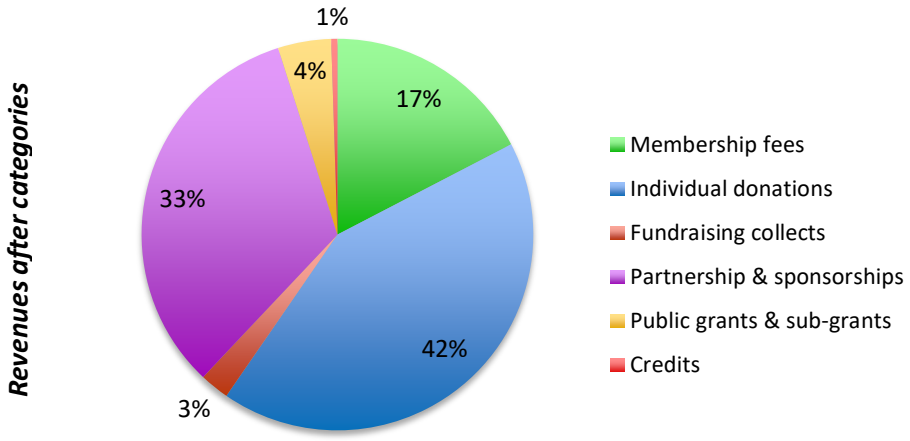
The total expenditure by R&R in 2025 was **€104'209.07**, as detailed in the financial records annexed to this report. The total revenues of R&R in 2025 were **€98'267.47**. Having started the year with an amount of €8'179.31 in liquidities, this means the Association finishes 2025 with a positive balance of **€2'237.71**. In the end of 2025, the Association still had €6'500.00 of debts, €6'000.00 towards the Chairman and another €500 to a donor who made a short-term loan.

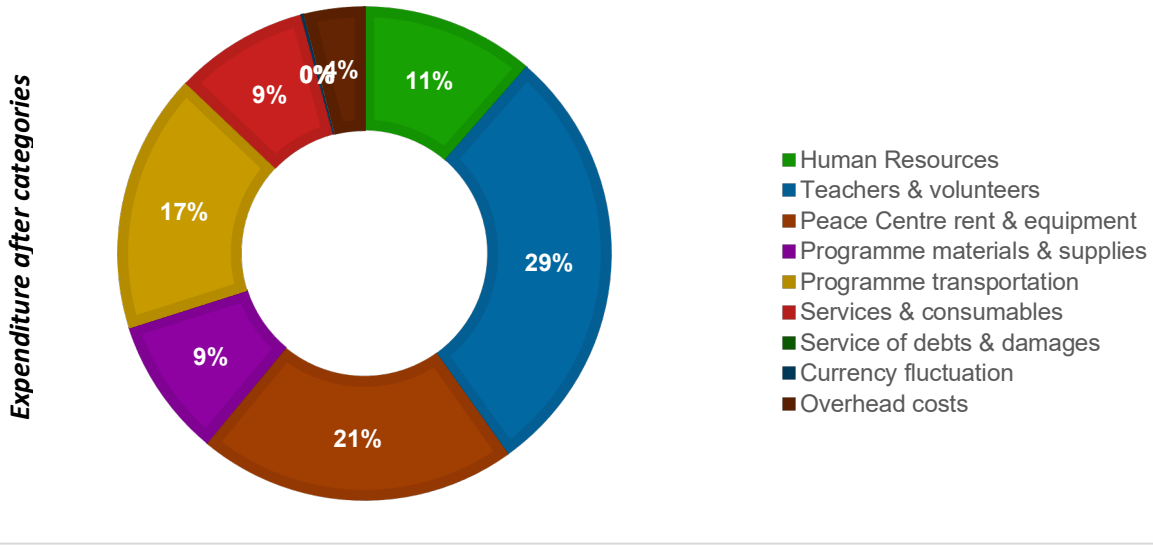
Also in 2025, most contributions we received were from members or individual supporters. We also could renew some partnership agreements and receive some new public grants. Most notably, the German association **Aktion Hoffnungsschimmer e.V.** renewed their support for the third consecutive year. Also the German association **Netzwerk Globale Brücke e.V.** contributed for the second time. We also received a major subsidy from the **Catholic Diocese of Münster** (Westfalen) that helped us fund our Summer Mountain Camp and the activities of the Interreligious Youth Network. In the end of the year, we received the first instalment of a new grant by **UNESCO** for the reconstruction of the new Peace Centre Kadesh in Syria, obtained thanks to a former volunteer from Switzerland. The implementation of this grant started in December and will continue in 2026.

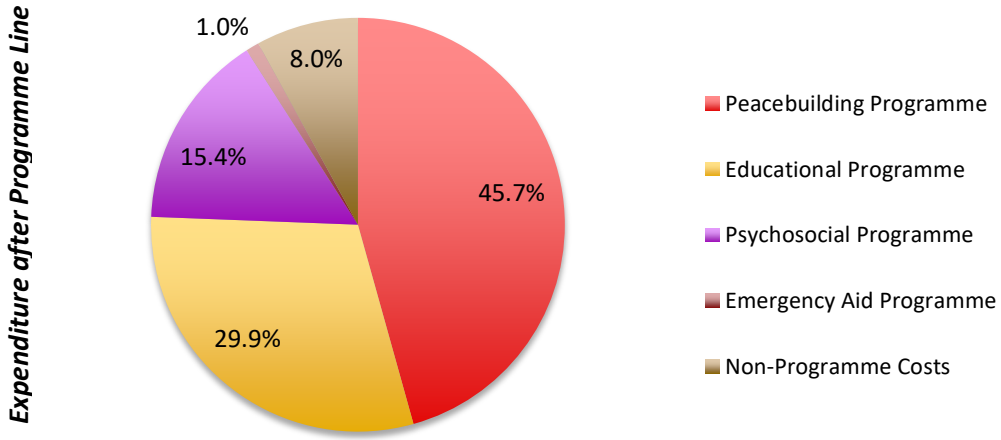
We have to announce that our **overhead costs**, defined as any expenditure outside the Countries of Operations, have surpassed the mark of 1% for the very first time since our establishment. The reason for this was the organisation of the fundraising Gala for Syria at the Cercle Royal Gaulois of Brussels, for which we could engage the famous Syrian composer Kinan Azmeh and his CityBand. We raised more than what we spent that evening, but the expenditure for food and the accommodation of the artists had to be counted as overhead. However, with only 3.9% overhead costs, including the expenditure for this special event, we are still below the bar of 5% stipulated by our General Assembly as maximum amount.

Our Chairman Friedrich Bokern continues to serve as Country Director Lebanon on the basis of a volunteer agreement, without any salary or fee. We intend to maintain our benchmark that our international staff members are never paid more than our local staff.

Here an overview of all revenues and expenditure in 2025:







Revenues after Categories			
Membership fees	17’073.66 €	in %:	17.37
Individual donations	41’490.16 €	in %:	42.22
Fundraising collects	2’387.65 €	in %:	2.43
Partnerships & sponsorships	32’500.00 €	in %:	33.07
Public grants & sub-grants	4’316.00 €	in %:	4.39
Credits	500.00 €	in %:	0.51
TOTAL REVENUES	**98’267.47 €**		

Expenditure after Categories			
Human resources	11’881.12 €	in %:	11.40
Teachers & volunteers	29’928.36 €	in %:	28.72
Transportation of children	2’427.73 €	in %:	2.33
Food items for those we serve	4’396.00 €	in %:	4.22
Non-Food Items for those we serve	1’524.60 €	in %:	1.46
Peace Centre rent & charges	9’680.29 €	in %:	9.29
Peace Centre furniture & equipment	12’087.41 €	in %:	11.60
Catering at the Peace Centre	4’475.63 €	in %:	4.29
School equipment	2’717.29 €	in %:	2.61
Teaching materials	819.76 €	in %:	0.79
Communication	900.23 €	in %:	0.86
Office supplies	63.14 €	in %:	0.06
Staff mobility	15’304.03 €	in %:	14.69
Services	2’815.01 €	in %:	2.70
Bank & transaction fees	873.40 €	in %:	0.84
Financial liabilities	0.00 €	in %:	0.00
Exchange rate fluctuations	227.47 €	in %:	0.22
Overhead costs	4’087.61 €	in %:	3.92
TOTAL EXPENDITURE	**104’209.07 €**		

Expenditure after R&R Programme Line			
Peacebuilding Programme	47’592.25 €	in %:	45.67
Educational Programme	31’198.61 €	in %:	29.94
Psychosocial Programme	16’001.34 €	in %:	15.36
Emergency Aid Programme	1’082.17 €	in %:	1.04
Non-Programme Costs	8’334.70 €	in %:	8.00