

R&R Syria AISBL

Annual Report 2015

As adopted by the Ordinary General Assembly on 23 October 2016

I. Executive Summary

The year 2015 was the second year of activities since the full legal recognition of our young international NGO Relief & Reconciliation for Syria AISBL (“R&R Syria”) by the Belgian government. By the end of 2015, R&R Syria counted altogether 269 members, organised in 18 national chapters around the world, four of which with an own legal personality. 2015 was also the year where we could double our revenues from private donations and collects.

In 2015, the work of R&R Syria was mainly focussed on education for Syrian refugees and affected Lebanese in the area of our first Peace Centre in Akkar, the utmost northern region of Lebanon. By doing so, we pursued our overarching goal to combine conflict transformation with humanitarian aid in response to the Syrian crisis, uniting all communities present around a common cause: the future of the youth. 2015 was a year of breakthrough after the foundation of R&R Syria’s Peace Centre in 2013 and the rapid expansion of our activities in 2014. With the beginning of the school-year 2015/16, we could finally enrol 218 Syrian students from our informal camp school into public Lebanese schools. We continued our support for them with daily homework sessions, as much as for the Lebanese and Syrian students that have received homework help support since 2013/14 in four different locations: at our Peace Centre in Bkarzla, in Michmich, Tell Aabbas and Hissa.

The year 2015 was also a year of transition with regards to our internal governance. The two-year term of our founding Board of Directors came to an end and R&R Syria’s General Assembly elected new Board Members. Our members wished for a stricter separation between management staff and oversight. The main founder of R&R Syria, Friedrich Bokern, was appointed Chief Executive Officer to continue the management of our operations in Lebanon. He left the Board of Directors for this purpose, which was chaired for a transition of five months by Hanan El-Youssef before Dr Eugene Sensenig-Dabbous was invested as new international Chairperson in the end of 2015. The transition in our internal governance was not going without passionate debates.

II. Activities in 2015

Also in 2015, all our activities were centred around our first Peace Centre in the North of Lebanon. Except for the small overhead costs for the annual fiscal reports to the Belgian government, all activities of R&R Syria took place in the Akkar Governorate of Lebanon. Keeping our administrative costs at the lowest possible level, we were pursuing our mission in the fields of peacebuilding, education and psychosocial support for the youth of all communities present. Sustainability and independence were the guiding principles for our work.

In 2015, R&R Syria obtained the second and third public grants since its establishment. The advocacy campaign “Right to Education for Syrian Refugees in Lebanon”, funded by the Foreign German Office, was extended into 2016 and provided also much valuable insights for our own educational activities. Three Lebanese universities were partnering with R&R Syria for conducting surveys about the enrolment of Syrian students into Lebanese schools. In the end of 2015, we obtained a third public grant from the British Foreign and Commonwealth Office in implementation partnership with Adyan Foundation for a Peace Education project in our informal camp school.

Besides these public subsidies, R&R Syria continued to be mainly funded by private donations from around the world. Each individual donation or collect has been published on our website to keep full transparency about our sources of funding. We managed to consolidate the debts we made in 2014 through the rapid expansion of our informal camp school and we could keep our overhead costs at a very low rate of only 0.27 % of all our expenditure throughout the year 2015.

(a) Peacebuilding Activities

The year 2015 brought new problems to Syrian refugees in Lebanon. As from the first month of the year, the Lebanese government decided to close the borders and to restrict the acceptance of refugees to a few individual cases of hardship. By then, more than 1.2 million Syrian refugees were officially registered with the UNHCR. The real number was said to be much higher. The Lebanese government also harshened the conditions for Syrian refugees to renew their residence permits, making it practically impossible and driving thousands into illegality.

The whole year was marked by contradicting emotions. On one side, the situation in the region of our Peace Centre improved considerably with regard to the armed conflict that had spilled over from Syria into the area of our operations in the beginning of our mission. On the other side, the situation in Syria and the situation for Syrians in Lebanon harshened considerably. Most Syrian refugees had lived up their financial reserves and the informal settlements continued to grow. The closure of the Lebanese border for new arrivals triggered the big wave of refugees heading to Turkey and further North to Europe. The restrictions put in place by the Lebanese authorities for Syrians living in Lebanon further fostered their anxiety and the sense of being trapped. Almost none of those we have served could renew their residence permits and were therefore doomed to live illegally in the country, in constant fear of being arrested at one of the multiple checkpoints or during one of the multiple morning raids by the Lebanese Army in the informal camps.

We did the best in our abilities to address this situation. The 25 international volunteers living at the Peace Centre Bkarzla throughout 2015 built bridges of understanding between different communities of our region. We put ourselves at the service of Syrians and Lebanese, Sunnis, Christians and Alawites. We served the youth of all these communities and we employed local staff from all to work together with our international volunteers. Much of our working time was dedicated to outreach visits with refugee families. We were instrumental in the liberation of several of our Syrian friends who were arrested in lack of legal papers.

The staff members and volunteers at the Peace Centre were supervised by our Country Director Lebanon, Friedrich Bokern, who also served as Chairperson of our international Board of Directors until June 2015 and who was appointed Chief Executive Officer as from December. Friedrich was supported by Tansi Abboud, serving as House Director, Aliya Abidi, serving as Programme Officer, and Joyce Rizk, serving as Assistant and later as Project Manager. In the second half of the year, Nasser Zawk joined the team as Communications Officer.

Our daily service to those in need was framed by our general approach: a) to put ourselves under the direction of local moral authorities of all communities present under the condition of consensus amongst all, b) to respond to the needs expressed by each community in our daily work, c) to create opportunities for the youth of all communities to meet and work together.

The **Steering Committee** of moral authorities in the Akkar Governorate met in the beginning of 2015 for a second grand meeting, at the occasion of the first visit of a German ambassador in Lebanon to Akkar. The meeting helped to diffuse tensions after the brother of an Alawite leader had been assassinated in Akkar, a few days earlier. The Sunni Mufti made a declaration to condemn this act. Furthermore, the presence of international diplomats, invited by us, also helped to raise awareness of the situation in Akkar that has before been the neglected region of Lebanon.

Besides the meeting of our Steering Committee, we continued the tradition of several gatherings of persons from different communities under the guiding principle of **Spiritual Solidarity** that we have adapted for our work. R&R Syria is an independent and non-confessional organisation that is however born out of the spirit of Christian-Muslim friendship, open to all. At the Peace Centre and in our daily work, we are trying to live in diversity and solidarity amongst men and women of different backgrounds and beliefs. Our main events in 2015 reflected this objective:

- On 5 July, we continued our tradition of an annual **Peace Iftar** in the Holy Month of Ramadan, bringing together 120 men and women of all communities we serve for breaking the Muslim fasting after sunset. This year, the children of our informal camp school showed a musical performance about their story. We also organised several other Peace Iftars in Lebanon, Italy, France and Germany for raising awareness of the Syrian conflict.
- Later in the same month, on 29 July, volunteers and friends joined us for the interreligious vigil in front of the Jesuit Church in Beirut for commemorating the 2nd anniversary since **Father Paolo Dall'Oglio**, our mentor and friend, was kidnapped by ISIS in Raqqa, Syria. Several national and international TV stations and other media reported about the event. Also Pope Francis in Rome publicly prayed for Father Paolo again.
- Besides the Peace Iftar on a Muslim holiday, we started in this year also a new tradition on the occasion of the main Christian feast. The **Easter Peace March** united all communities and friends from abroad on Saturday after the Catholic Easter date for a hike in the beautiful setting of Qadisha Valley, the holy valley of the Maronites. More than 70 participants marched for justice and peace in Syria and beyond. Several buses came from Beirut. National Lebanese television and several newspapers reported about the event.

- In the month of November, we also launched our first **Solidarity Olive Harvest** for helping the Syrian families to make a living and for promoting the olive oil from the village of our Peace Centre. The event brought together volunteers with Lebanese and Syrian friends from all regions of the country and also generated media coverage in several newspapers.

Besides these special events, our Peace Centre has become the hub for our daily work and the open house that we have wished for. Student groups of different Lebanese universities and visitors from around the world were welcomed with open arms. We were hosting up to 30 persons at once in our premises. Hundreds of visitors spent one or several nights at the Peace Centre and became witnesses of the humanitarian crisis triggered by the Syrian conflict. Amongst the more prominent visitors, Ruppert Neudeck from Germany came twice to spend time with us.

(b) Educational Activities

Education was at the centre of our daily activities in 2015. We continued the classes started in previous years under the provisions of the Educational Programme Line Lebanon 2013-2015, following our overall approach to submit ourselves to the directions given by local communities and to put ourselves at their service for a common goal: the future of the youth. Replying to the needs expressed by those we serve, we invested most of the donations we received into primary education of younger children, between the age of 5 and 15. We ended this year with a major breakthrough: most of our students could finally enrol in public schools.

The situation in the beginning of the year was devastating: according to the UN, more than 600,000 school-aged Syrian children were without any form of school education in Lebanon alone. In the framework of the 3-year RACE programme (“Reaching All Children with Education”), UNICEF had granted a first instalment of about 200 million US Dollars to the Lebanese government. The target of this first instalment was to enrol the first 200,000 Syrian children into public Lebanese schools during the school-year 2014/15. The assessment in the end of the school-year was terrible: only 18,000 Syrian students more could enrol public schools. The hurdles for accessing formal education were simply too high. Lebanese legislation required from older Syrian students to provide certificates for their previous school-years that needed to be stamped and signed by the Syrian Ministry of Education, by the Syrian Foreign Office, by the Lebanese embassy in Damascus and then by the Syrian embassy in Lebanon and by the Lebanese Foreign Office and Ministry of Education. In practise, this meant that only a happy few could send their children to school.

For addressing these hurdles, we launched a **major advocacy campaign** that was funded by the Human Rights instrument of the German Foreign Office. Under the title “Right to Education for Syrian Refugees”, we combined a three-stage plan to mobilise Lebanese civil society: a) three in-depth studies were commissioned from Université Saint-Joseph de Beyrouth, Notre-Dame University Louaize and the Lebanese University; b) an Arabic-speaking social media campaign was designed for raising awareness amongst the Lebanese public, c) a coalition of civil society organisations was launched to ask for equal access to public education.

Even before the end of the campaign, which lasted into 2016, the Lebanese government changed its policy with regard to the access of Syrian refugee children to public schools. In the end of September 2015, four decrees were issued by the Lebanese Ministry of Education and Higher Education (MEHE) that brought down the hurdles towards Syrian nationals. As from the new school-year 2015/16, no more residence permit and no more documentation of prior school-years in Syria were required for school-aged children to access Lebanese public schools. In parallel to these measures, UNICEF funds were used for increasing the number of afternoon shifts in public schools and for reducing the school fees for public schools to zero, both for all Lebanese and all Syrian students.

The application of these measures in the new school-year 2015/16 changed the situation of our students fundamentally. We could successfully enrol 218 students from our informal camp school in Arqa to the afternoon shift of the public primary school of Qobbet Chamra. We continued to take care of these students through daily homework help sessions but the transition into public schools ended the informal community-based school we had been running since 2013.

Against the background of these major changes, our daily educational activities evolved throughout the year 2015. Four different types of classes were offered by our staff:

- The international volunteers resident at the Peace Centre Bkarzla were the backbone of our offer of **foreign language classes**. We offered French and English classes for both children and young adults in three different locations: our Peace Centre Bkarzla, the Al-Ihsan camp school in the plain of Minyarah and in our second camp school in Tell Aabbas. The main objective was the improvement of language skills for local teachers who have been teaching the Lebanese French curriculum without really speaking French. International volunteers were also giving twice a week English conversation classes at the Holy Family School of Bkarzla where most Christian children of our village are enrolled. Without supplementary costs, we could thereby build bridges with different communities.
- By far the biggest part of our resources were invested into the informal camp school Al-Ihsan in the plain of Minyarah. We offered daily **community-based education** to Syrian refugee children who could not yet enrol into public schools, implementing the Lebanese French curriculum for 5 teaching hours every day. During the whole school-year 2014/15, like in the previous school-year 2013/14, we funded the entire equipment and running costs of the Al-Ihsan Educational Centre in the Minyarah plain except for the land lease that was funded by our partners of the Lebanese Malaak initiative. 15 local school teachers were paid to deliver 5 hours of school education for altogether 14 classes, ranging from pre-school to eighth grade. In the beginning of 2015, 340 students were registered with the informal school; the average attendance was 265.548 students/day until the end of the school-year. We continued educational activities in the premises of the camp school during summer and started in September 2015 into the new school-year with altogether 371 registered students. In the beginning of October 2015, 218 of these students could enrol into the new afternoon shift of the Qobbet Chamra public schools. The families of the other students refused first to send their children to Lebanese schools out of fear of discrimination but we could convince most of them over the school-year to follow the example of the first group.

- Conforming to the wishes and priorities coined out by the communities we serve, we also took care of those children, Syrians and Lebanese alike, who could enrol into public schools through the provision of daily **homework help classes** in five different locations: at the Peace Centre Bkarzla, in our outreach centres in Hissa and Michmich, and as from the beginning of the school-year 2015/16 also at the Al-Ihsan camp school in the plain of Minyarah and at our second camp school in Tell Aabbas El-Gharbi. Altogether 178 students were enrolled in the homework help classes in the beginning of the year. Another 395 joined in the beginning of the new school-year through the two informal camp schools. We decided to follow a differentiated approach towards homework help: students enrolled in the regular morning shift of public schools received two hours help per day; students enrolled in the special afternoon shifts, which were opened for Syrian children alone, received four hours help per day. The reason for this differentiation was connected to the fact that afternoon shifts were still new and often malfunctioning. Instead of five full teaching hours, as foreseen by the Lebanese curriculum, teachers often sent the children home after only three hours with the end of daylight. Also, some of the families of our camp school students were at first reluctant to enrol their children into public school. The four hours homework help, provided by seven local teachers and four international volunteers, helped to bridge the gap.
- We also tried to improve the **“work & learn scheme” for adolescents** who could neither join the public school nor the informal camp schools because of their necessity to work. It was implemented both at the Al-Ihsan camp school in Minyarah and in our outreach centre in Michmich in a combination between basic literacy & numeracy classes and vocational training in the fields of tailoring and computer literacy. 95 students were enrolled in the beginning of the year. However, we had to reduce enrolment with the beginning of the new school-year 2015/16 because of financial constraints. Our resources were overstretched with the delivery of community-based education in the first half of the year and the expansion of homework help to our two informal camp schools as from September 2015. We decided to put the work & learn scheme on hold until 2016.

We served altogether 759 students in the year 2015 on a daily basis. 2015 has been the year of our highest number of enrolled students. The **costs per enrolled child** in our full-time community-based education were with €25/month very low, compared with other NGOs that spent up to €200/child in comparable settings for only 2 teaching hours per day. The huge difference in average costs per child can be explained by the fact that we reduced the indirect project costs of our management staff to a minimum and applied local salaries also for our international team members. Most administrative tasks were assumed by international volunteers at the Peace Centre and abroad.

We did not make any compromises on the quality of our educational services as all our teachers and teaching assistants received **regular pedagogical trainings**, altogether five throughout the year, and applied the highest standards in terms of child protection. Another indicator for the quality of our classes was the fact that all students who participated in regular homework sessions could successfully pass the school-year 2014/15. The success of our community-based education was measured by the number of students finally enrolled in public schools.

As in the previous year, Notre-Dame University Louaize sent also in May 2015 a study team for an **external evaluation survey** of all students enrolled in our classes as well as all teachers and a representative sample of the families and community leaders we serve. The results were overwhelmingly positive. The report stresses “that the unique nature of the R&R Syria approach has been recognized by the interviewees. The Centre and the association are appreciated by both the moral authorities in the region and by the staff.”

The appreciation of our work has also been shown by the numerous visitors we have welcomed throughout the year 2015 at the premises of the Peace Centre and the informal camp school. Not only the German ambassador to Lebanon came, as mentioned before, but also the deputy ambassador of the UK, a Member of the German Bundestag and an Austrian Member of the European Parliament. The highlight of the year, however, was the **visit of our friend Rupert Neudeck** from Germany who staid several days with us and attended the graduation party at the informal camp school Al-Ihsan. We will never forget his friendship and dedication.

(c) Psychosocial Activities

The activities foreseen under the provisions of the Psychosocial Programme Line Lebanon 2014/15 served as important contribution to our overarching goal. There is no conflict transformation and future livelihood perspective without addressing the trauma of the youth who had to flee violence and persecution in Syria. Therefore, the psychosocial activities conducted in 2015 were not only important for the well-being of our students but also serving the goal of a just and sustainable peace. The Peace Education project we started in implementation partnership with Adyan Foundation in the end of 2015 was an important step in this direction. 180 of our students at the informal camp school Al-Ihsan received weekly peace education sessions as from November 2015.

Violent behaviour by children, lack of concentration and other signs of post-traumatic stress disorder (PTSD) have been common observations of our teaching staff in the first years of our educational activities. Many of the children and young people we serve have gone through deeply traumatising situations, both before they left Syria and after their arrival to Lebanon. Especially those who survived the battle of Qusayr in May/June 2013 had to flee under constant heavy fire by Syrian regime forces before reaching a safe haven in Lebanon. Many children have seen close relatives being killed in front of their eyes; some of them had to leave the bodies behind without burial because of the shelling and bombing that did not stop. Even though the open violence of war and persecution stopped with their arrival to Lebanon, most refugee families we have served still experienced a deeply traumatising situation due the precarious conditions of the informal refugee camps. Especially the decision by the Lebanese government not to renew the residence permits of Syrian refugees, as reported above, contributed significantly to the feeling of insecurity and instability. The constant threat of arrests at army checkpoints or of eviction from the illegal camps meant that most families were confined to the closed space of their tents. The fact that most Syrian refugees could not find work to make a living was adding further stress.

For replying to this situation, R&R Syria invested a response strategy whereas psychosocial activities were closely associated with education. In locations where full-time school curricula were offered to children or young persons, at least one hour per teaching day was dedicated to **structured recreational activities**. At least one activity session per week was organised for the youth in every other location. The “Friday Fun” at the Peace Centre became a regular institution in 2015. The structured games, either inside the Peace Centre or in the beautiful countryside around it, became a popular venue for the youth of different communities. In summer months, until the end of October, we went once a week to a river location for swimming and water fun.

We also fostered the continuation or new establishment of **youth clubs** in all locations we serve for reaching not only the younger students but also older teens and twens who are pursuing higher studies or who had to work. The biggest success was certainly the “Youth Press Club” organised on a weekly basis since the beginning of the year at the Peace Centre Bkarzla. Mostly young Syrian refugees between the age of 15 and 25, but also some Lebanese, were involved in collecting “voices & footprints” and other stories from their daily observations. These stories were published on our volunteer blog www.reliefandreconciliationforsyria.wordpress.com. The participants also learned how to apply basic layout on the computer for producing a printed journal and all participated in the launch of the social media campaign “Generation Peace” advocating the right of education for Syrian refugees in Lebanon, funded by the German Foreign Office.

An important role in the activities of our youth clubs were played by our international **Project Volunteers**. This new format of volunteer activities was inaugurated in 2015 for fostering the exchange between the youth of different communities, in line with our overarching Peacebuilding Programme Line, and for giving the opportunity to implement the multiple creative ideas that were brought forward by young artists from around the world. In 2015, the following workshops were implemented by Project Volunteers resident at the Peace Centre:

- The “**Doll Theatre**” project was implemented in August by two Danish volunteers who organised a workshop for the crafting of puppets with the kids attending our summer classes at the Peace Centre Bkarzla. The puppets were used for a theatre play that was displayed in the end of the workshop in front of the parents and other local friends.
- The “**Political Poetry**” workshop, offered by an Iraqi-Danish volunteer in the end of August at the Peace Centre Bkarzla, brought together the youth of different communities for diving into the poetry of Mahmoud Darwish and for writing together new poetic texts in Arabic about the situation the young participants have been living through.
- “**Ping-Pong for Peace**” was a project implemented in September by two volunteers from Berlin who built with us two concrete ping-pong tables at the informal camp school Al-Ihsan. Following the construction, accomplished together with young Syrian men from the camps, a ping-pong crash course and a final tournament followed for the kids attending summer classes. Our volunteers made a great fundraiser before and provided us also with rackets and ping-pong balls that were in use throughout the following school-year.

- The workshop **“Syria’s Creative Writers”**, implemented by a Syrian-British volunteer in September, gave the opportunity to the participants of our Youth Press Club to train their creative writing skills for publishing stories about their daily life.
- In the end of September, a Polish volunteer implemented a professional photo workshop under the title **“Image Mondial”** at the Peace Centre, the informal camp school and the outreach centre in the Alawite village we serve, uniting the youth of different communities present. The two winners of the following photo contest won two reflex cameras that could help them to further improve their skills. The photos shot by the young participants were later shown in a photo exhibition in Warsaw and published as a brochure.
- The project **“On the Bright Side”** was a two-weeks workshop implemented by a trained child psychologist from Slovenia with our local and international teaching volunteers in the beginning of the school-year 2015/16. Our teachers learned how to recognise and address children of concern in the class-room through 12 sessions about child psychology and possible coping strategies. The workshop with teachers was supplemented by 4 sessions given together by the psychologist and the teaching team to the oldest children in the camp school Al-Ihsan. The experienced gained through this workshop helped our local teachers to improve the pedagogical techniques in the new school-year.

Most project workshops were seen as a huge success by those who participated and by those who offered it, especially once we had a permanent Project Development Assistant with us at the Peace Centre who could accompany the short-term project volunteers. Especially the help of professional psychological staff made a huge difference for our work. It was unfortunate that we did not have sufficient financial resources for having a full-time child psychologist with us at the Peace Centre throughout the year, as foreseen by the programme line.

We made a big step forward in improving the quality of our psychosocial support modules with the beginning of the **Peace Education project** at our informal camp school, funded by the British Foreign Office and by the Catholic Relief Service of the US and implemented in partnership with our friends of Adyan Foundation. The project was accompanied by a team of trained psychologists from Lebanese University and the Catholic University of Milano (Italy). Seven of our Syrian teaching volunteers, including Sheikh Abdu, the director of the Al-Ihsan informal camp school, received one week of intensive training near Beirut for implementing the project with altogether 180 older refugee children who attend our classes at the Al-Ihsan camp school. As from November, all children received once per week special educational sessions, employing arts and crafts, to approach the topic of the self and the other in conflict situations. The sessions were designed to address both traumatic experiences of the past and foster moral reflection on how to deal with injustice and negative experiences in future in a non-violent way. The project was designed to cover the entire school-year 2015/16. A final evaluation shall follow in 2016.

Even though we were still lacking the funds to employ a full-time psychologist or psychotherapist at the Peace Centre, we could considerably improve the quality of our psychosocial activities throughout the year 2015. But the needs are much bigger still.

(d) Humanitarian Emergency Aid

The Humanitarian Programme Line Lebanon 2013-2015 had served in previous years as gate-opener and as tool to fill the gap left by big international organisations in terms of emergency aid to Syrian refugees who had lost everything they had. In 2015, the Humanitarian Programme Line was phased out as most of our funding was channelled into education. We limited material aid deliveries to the distribution of cloth and shoe donations to the families of students enrolled in our educational activities. These winter distributions were based upon in-kind donations from Lebanese universities and international visitors. We had to reimburse one third of a sub-grant we had received in 2014 for the delivery of food baskets to most vulnerable families because of the break-down of our transfer system in the end of 2014. The sub-grant was concluded in the beginning of 2015 and we were glad we could implement two-thirds of it and reimburse the exceeding funds to the donor.

(e) Ramadan Volunteers

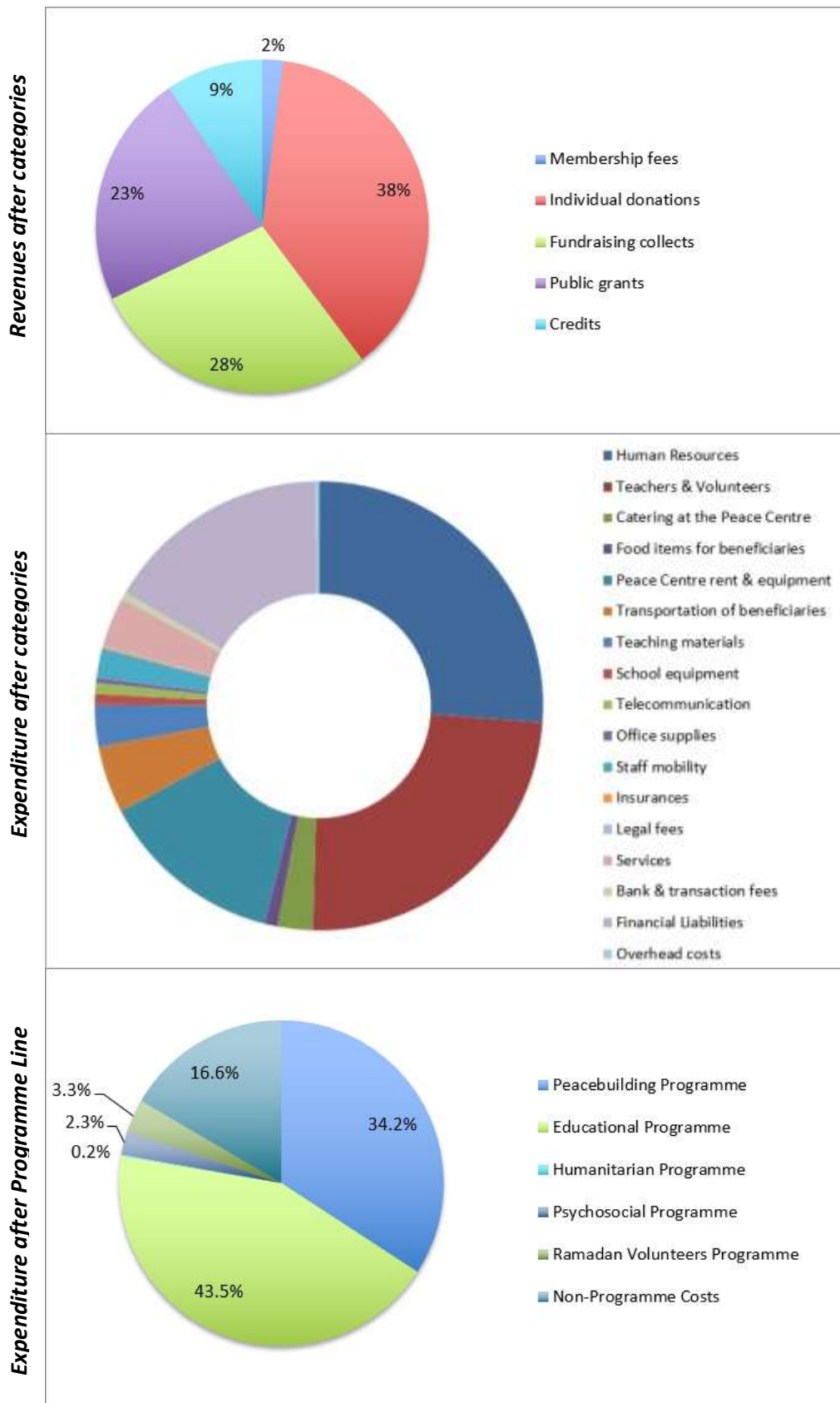
2015 saw also the third edition of our Special Programme Ramadan Volunteers Lebanon. As in previous years, a dozen of international short-term volunteers was recruited to live a special experience of spiritual solidarity during the summer holiday months, which were coinciding with the end of the Holy Month of Ramadan during which millions of Muslims around the world are fasting and doing good deeds in solidarity with those who suffer. Contrary to the long-term volunteers who have served with us throughout the school-year, the Ramadan Volunteers were not required to have Arabic language skills. The participants supported our local teachers in the delivery of summer catch-up classes and our Project Volunteers in the implementation of psychosocial workshops, as detailed above. The group dynamics in this year were more difficult than in the past. Also because of the fact that the Holy Month of Ramadan will not coincide any more with the summer holidays, the Board of Directors decided not to renew the Special Programme Ramadan Volunteers in future.

III. Financial Records

The total expenditure by R&R Syria in 2015 was **€220,926.19** as detailed in the financial records annexed to this Annual Report. The total revenues of R&R Syria in 2015 were **€242,816.94** as detailed in the financial records. The revenues are including a loan of €23,000.00 from the Chief Executive Officer, who is also a member of the Association, to cover the deficit of the previous year and some urgent expenditure for the fulfilment of our activities in transition from one fiscal year to the next.

In 2015, R&R Syria has hence further increased its operational turnover in comparison with the fiscal year 2014. Our overhead costs remained at the very low rate of merely 0.27% of all expenditure. In terms of revenues, 23% of all income was generated through a public grant R&R Syria received from the German government whereas the remaining 77% were covered by private funds, either through membership fees, individual donations, collects or loans.

Here an overview of all revenues and all expenditure in 2015:



Revenues after Categories

Membership fees	5,007.68 €	in %:	2.06
Individual donations	91,523.24 €	in %:	37.69
Fundraising collects	68,186.02 €	in %:	28.08
Public grants	55,100.00 €	in %:	22.69
Credits	23,000.00 €	in %:	9.47

TOTAL REVENUES 242,816.94 €

Expenditure after Categories

Human Resources	57,863.33 €	in %:	26.19
Teachers & Volunteers	53,546.81 €	in %:	24.24
Food items for beneficiaries	2,031.90 €	in %:	0.92
Peace Centre rent & equipment	29,486.23 €	in %:	13.35
Transportation of beneficiaries	10,668.88 €	in %:	4.83
Teaching materials	6,680.01 €	in %:	3.02
School equipment	1,674.85 €	in %:	0.76
Telecommunication	1,747.78 €	in %:	0.79
Office supplies	789.31 €	in %:	0.36
Staff mobility	4,701.26 €	in %:	2.13
Insurances	230.47 €	in %:	0.10
Legal fees	152.91 €	in %:	0.07
Services	8,038.18 €	in %:	3.64
Bank & transaction fees	1,105.04 €	in %:	0.50
Financial liabilities	36,000.00 €	in %:	16.30
Overhead costs	587.64 €	in %:	0.27

TOTAL EXPENDITURE 220,926.19 €

Expenditure after R&R Programme Line

Peacebuilding Programme	75,522.64 €	in %:	34.18
Educational Programme	96,027.25 €	in %:	43.47
Humanitarian Programme	357.46 €	in %:	0.16
Psychosocial Programme	5,185.26 €	in %:	2.35
Ramadan Volunteers Programme	7,245.93 €	in %:	3.28
Non-Programme Costs	36,587.64 €	in %:	16.56

TOTAL EXPENDITURE 220,926.19 €