

ANNUAL REPORT

JANUARY 1, 2022 - DECEMBER 31, 2022



 **SARD**

LETTER FROM OUR DIRECTOR

Dear Supporters, Partners, and Friends of SARD,

I hope this letter finds you well despite the challenges that the year 2023 has brought upon us. As we reflect on last year, I am compelled to express my **deep gratitude** for your unwavering support and commitment.

Throughout 2022, ongoing conflicts, economic deterioration, a cholera outbreak, and the absence of functioning infrastructure meant that even more people were in need. Throughout the year, we embarked on ambitious programs aimed at **rehabilitating schools and marketplaces**, enhancing **sewage infrastructure**, combating the **outbreak of cholera**, raising awareness on **COVID-19** vaccines, and preparing our communities for the **harsh winter weather**. Our Protection team deepened their experience as they provided essential support to unaccompanied and separated children, through our Interim Alternative Care Center, foster care placement, and comprehensive case management programs.

Little did we know that 2023 would test our resilience and determination in unprecedented ways. The earthquake shook all of us and our communities to our core. As we reflect on the impact we made in 2022, it becomes evident how it **equipped us to face the unforeseen challenges of this year**.

The early recovery projects we completed in 2022, from restoring schools to revitalizing marketplaces and improving sewage infrastructure, built our team's expertise to take on even more difficult and larger-scale projects post-earthquake. Our investments in case management and the Interim Alternative Care Center, enabled us to provide refuge to unaccompanied children and seasoned case management services to families who lost so much to the earthquake.

I am filled with immense pride as I think of the SARD team's tireless efforts and the support of our partners. Together, we have shown that in the face of ongoing conflict and large scale natural disasters, we can work and rebuild. **As we continue to respond to the aftermath of the earthquake, a deteriorating economy, and ongoing hostilities, your support remains a source of strength for us all.** Thank you.

With deep appreciation and warm regards,

Alaa Wafai
SARD Director

WHO WE ARE

SARD is a nongovernmental organization dedicated to building resilience and self-reliance in those affected by conflict and natural disasters while championing the localization of humanitarian assistance. We strive to provide critical resources and innovative opportunities to affected people so they can reach a future in which they can thrive.

OUR MISSION

We build resilience and self-reliance among individuals and communities affected by conflict and natural disasters while championing the localization of humanitarian assistance.

OUR VISION

A future in which all individuals and communities are self-reliant and thriving.

OUR VALUES

INTEGRITY
INCLUSION

INDEPENDENCE
INNOVATION

OUR IMPACT



\$3,998,754

WE PROVIDED \$3,998,754 IN HUMANITARIAN ASSISTANCE

262,789

WE SERVED 262,789 UNIQUE INDIVIDUALS IN NEED

Includes community projects and infrastructure beneficiaries

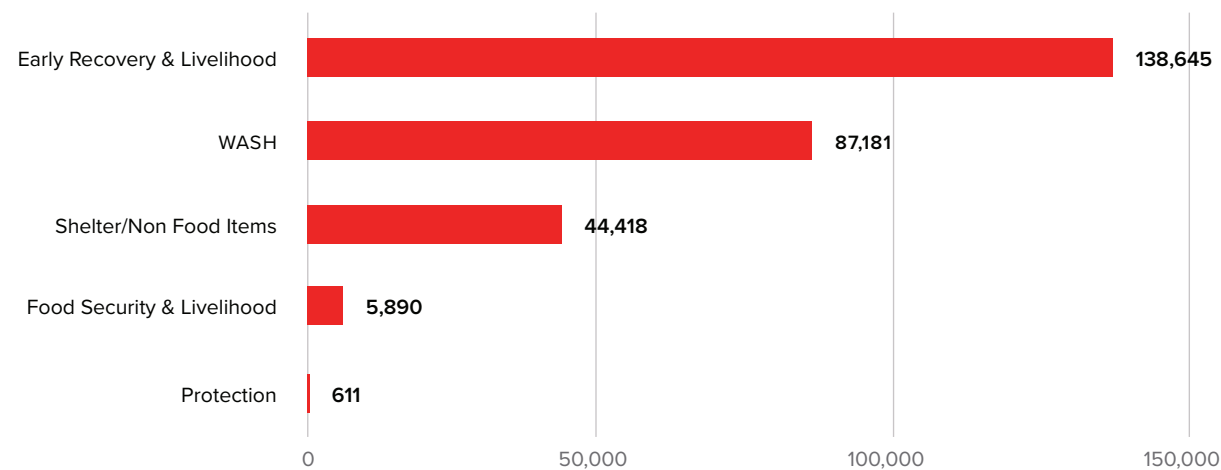
6,582

PERSONS WITH DISABILITIES

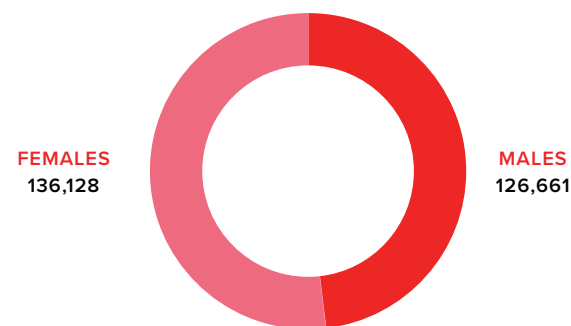
With your support we **saved lives, safeguarded dignity, reduced suffering, and restored community life.**

Our 100+ team members provided life-saving, resilience-building, and community-galvanizing humanitarian assistance, addressing real-time needs in a safe, accessible, accountable, and participatory manner.

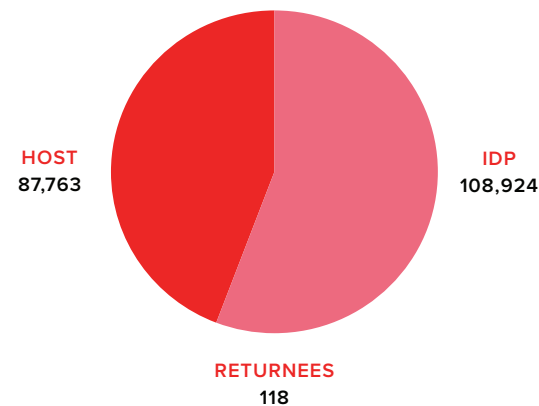
BENEFICIARIES PER SECTOR



BENEFICIARIES BY GENDER



BENEFICIARIES BY STATUS



WHY?

In 2022, OCHA reported that 4.1 million people in northwest Syria required humanitarian assistance, marking a 20% increase from the previous year. The region witnessed ongoing armed incidents and clashes, particularly in Idlib Governorate and areas north of Aleppo. Furthermore, the year was marked by a COVID-19 pandemic early on, followed by a cholera outbreak later, which exacerbated existing challenges amidst economic deterioration. People living in camps, the majority women and children, faced severe winter weather with limited or no access to heating, electricity, water supply, or adequate sewage systems.

In 2022, northwest Syria faced ongoing protection challenges, impacting households' safety and well-being. Child labor increased as children dropped out of school to support their families, particularly in returnee and IDP families outside of camps. The economic crisis forced households into dire coping measures, negatively impacting mental and physical health. In particular, unaccompanied and separated children face a complex array of challenges. These challenges include trauma and psychosomatic problems, exposure to violence and displacement, disrupted education, inadequate healthcare access, engagement in child protection risks (child marriage, labor and recruitment to military services), in turn further increasing their susceptibility to exploitation and abuse, malnutrition and disabilities, and more.



PROTECTION ACTIVITIES

NUMBER OF INDIVIDUALS IMPACTED PER ACTIVITY

72 STRUCTURED PSS ACTIVITIES

30 FOSTER-PLACEMENT/FAMILY REUNIFICATION

352 INTERNAL REFERRAL

236 AWARENESS SESSION

27 LEGAL CONSULTATION

407 PSYCHOSOCIAL SUPPORT

133 RETURN TO SCHOOL

238 EXTERNAL REFERRAL

33 EMERGENCY SHELTER (ALTERNATIVE CARE CENTER)

6 TRANSPORTATION

36 EMERGENCY CASE FUND

14 PARENTING SKILLS



WHAT IS SARD'S INTERIM ALTERNATIVE CARE CENTER?

We provide unaccompanied and separated children with critical protection services until they are reunited with family or placed with a foster family.

- Nurturing shelter with caregivers
- Emergency and accelerated learning support so they can catch up on their education
- Psychological support services
- Health services
- Family reunification or if not possible, foster placement.

Family reunification can be time-consuming and challenging, often involving families facing their own issues that caused the initial separation. To support children and parents, we partner with the entire family, providing resources and support for a safe environment. This includes parenting classes and potential referrals to vocational or shelter rehabilitation programs offered by SARD. When reunification isn't feasible, we lead foster placements in northwest Syria, ensuring the well-being of children in screened foster families through ongoing case management.

EMERGENCY ASSISTANCE

SARD's life-saving response focused on assisting people in camps and or people displaced from flooding, winter storms, fires, eviction, and conflict.

516 INDIVIDUALS - SHELTER KITS

1,248 INDIVIDUALS - BEDDING KITS

1,248 INDIVIDUALS - READY-TO-EAT KITS

3,125 INDIVIDUALS - HYGIENE KITS

686 INDIVIDUALS - EMERGENCY LATRINES

SURVIVING THE CHILL

WINTERIZATION EFFORTS

Our winterization initiatives included multipurpose cash grants to cover heating expenses, graveling of camp roads to reduce flooding, and the winterization of camp tents to insulate from cold temperatures. These responses played a pivotal role in saving lives, offering a lifeline to those confronting freezing temperatures, flooding, snowstorms, and unpredictable weather events.

"We are doing what we can to meet immediate needs in this dire situation, but long-term and sustainable strategies are what these families really need. **We don't want them just to survive winter; we need to invest in their futures.**"

– SARD Director Alaa Wafai

10,874
INDIVIDUALS - MULTIPURPOSE CASH
FOR WINTERIZATION

15,260
INDIVIDUALS - GRAVELLING

6,585
INDIVIDUALS - CAMP UPGRADE

13
CAMPS

"Here you must choose, especially in the winter, between two things, either giving up food or heating. The solution was SARD. I was accepted into the cash project for the winter. I received a cash sum of \$150, so I bought a quantity of firewood that protects us from the cold. I no longer had to choose between eating or being warm in the winter."

– Yasin, displaced, father of four, Azaz. MPC winterization recipient

LIFE-
SUSTAINING



WHY?

In 2022 in northwest Syria, we saw continued currency depreciation and rising prices of fuel, food, and water, forcing many to adopt negative coping mechanisms. The national average price of the World Food Programme's standard food basket in October 2022 was 91 per cent higher than October 2021. Climate change, food insecurity, and water crises have led to an increase in water-borne diseases and malnutrition. While the first half of the year saw displacements due to ongoing hostilities, almost 10,000 people were displaced the second half of the year due to lack of jobs and services. According to HNAP and the shelter cluster, 14% of households lived in houses that are damaged and 32% of displaced households living in unfinished or abandoned housing. While 1 in 2 households lacked the funds to carry out the required repairs.



CASH AND E-VOUCHER PROGRAM FOR RESILIENCE AND DIGNITY

“We are no longer afraid of hunger, we wake up in the morning knowing what to eat.”

– Halima, widow and mother of four children, two of whom live with disabilities. Multipurpose Cash Assistance Recipient

Wherever and whenever is possible, SARD has strategically shifted from in-kind assistance to cash-based assistance modalities. This approach **nurtures self-reliance, restores dignity of choice, and injects life into local economies.** We successfully implemented a comprehensive e-voucher program spanning ten rounds of \$100 each, giving **3,033 individuals** the ability to purchase essential food and hygiene needs.



SHELTER UPGRADES AND HOUSE REHABILITATION

We minimized safety and protection risks, ensured shelters protect from harsh weather conditions, and provided adequate privacy for **3,096 individuals**. Shelter upgrades included emergency repair work related to safety and security, weather protection, privacy, and access to hygienic sanitary facilities carried out by SARD's engineer teams. House rehabilitation were cash grants to families to carry out extensive repairs beyond basic emergency repairs, overseen by SARD.

3,096 individuals received house rehabilitation or upgrades



Aisha's Impact Story, Shelter

IHTAIMLAT, NORTHWEST SYRIA

“A HOME WHERE WE COULD LIVE WITH DIGNITY.”

“The world became frightening [referring to the shelling of Tilaleen, where Aisha’s family was residing]. Everyone packed their belongings. My husband decided at that time that we should head out. We came to the town of Ihtaimlat. This was in 2016. We made it to Ihtaimlat and found rented houses. They were expensive. We couldn’t manage rent, and then my husband died. That’s when my misery became intense, and my concerns increased, and every door shut in my face. **I thought only about how I would manage things, how I’d be able to feed my six children, and where I’d find rent money.**

After a while, friends directed me to this house, and it was much better than where I previously was. Also, the landlord didn’t ask for any rent, God bless him! I settled here for four years. **It needed a lot of work, and I couldn’t make the repairs.** My neighbors advised

me to go to the local council for ‘rehabilitation’. So I went and registered.

“Before I received help from SARD, every door was shut in my face. My concern for my daughters was especially hard. They grew up, and we didn’t even have a toilet, a bathroom, or a house door until you all worked for us. Honestly, I wasn’t expecting such wonderful help, that you’d allow us to be happy in a home where we could live with dignity. **After you finished, we were very happy, especially since it meant safety for my children when I went off to work. I mean, we had a door to close and secure ourselves behind, and privacy.** And the girls have their own room. Thank God! We thank you for the work that you accomplished, especially the employees who treated us with such humanity and followed up on the work so faithfully.”



BEFORE

AFTER



BEFORE

AFTER

LIVELIHOOD EMPOWERMENT FOR RESILIENCE

“Towards the end of the training, I completed a final test, which allowed me to secure a place in a professional workshop... At the workshop, I learned new things and gained new skills. I look forward to learning more and getting better at things like haircuts, highlights, curling, and using different kinds of colors.”

– Suad, Primary caregiver to her 7 children and disabled husband, Sarmada. Vocational Training participant

Soon after the vocational training Suad went on to open up her own salon with the help of a cash grant.

“This “Cash-for-work” idea is much better than giving us food baskets. They pay us for the work we do which means you can still earn a living, take care of your home, your children, and you can provide with your own effort.”

– Mohammed, father of five, amputee, Suran. Rehabilitation Cash-for-work participant



“My proposal to produce dairy and cheese was accepted, and they gave me money to start my new business. Here I am working and selling products. I can secure a good living now. It protected me from asking people for help and secured an income for my family.”

– Aisha, single mother of three children, A'zaz. Cash Grant recipient

INJECTING CASH **3,638**
Cash-for-Work participants received short-term jobs on rehabilitation sites

EXPANDING EXISTING BUSINESSES **1,678**
workshops received cash grants, business training, and apprentice placements

TRAINING FUTURE LABOR FORCE **456**
received vocational training, apprenticeship, and 119 went on to receive cash grants to open their own businesses

INVESTING IN THE FUTURE **110**
entrepreneurs received business training and 90 startups received cash grants to turn their ideas into reality

RESTORING BUSINESSES **30**
professionals received cash grants and coaching to return to their professions after displacement

GENERATING INCOME **1,933**
people received cash grants to invest in their livelihoods



A Case Study, Livelihoods

TALADEH, NORTHWEST SYRIA

A DAIRY SHOP AND ITS RIPPLE EFFECT

PRE-PROJECT

Muhammad, a dairy workshop owner from the small town of Taladeh, continuously sought ways to improve his business, expand production, and reach a wider customer base. Muhammad’s goal was to expand his workshop to serve low-income families in local markets. However, this vision seemed far out of reach due to the challenging economic landscape and the persistent threat of conflict.

POST-PROJECT

With the grant Muhammad purchased essential equipment, trained apprentices as part of SARD’s vocational training, and focused on product quality. At the end of the training period, he hired 4 apprentices as full-time employees. The workshop’s daily output of yogurt and cheese tripled, reaching an impressive 800 yogurt buckets and 150 kg of cheese. He even began offering his products to nearby Internally Displaced Persons camps at affordable rates. This approach not only doubled the workshop sales but also reduced transportation costs and markups for IDP customers.

PROJECT INTERVENTION

Muhammad’s workshop was selected by the Social and Economic Empowerment Community Committee (SEECC) to receive a grant of \$1,000, apprentices, and business training as part of large-scale X initiative by SARD and its local partner Point.

IMPACT

Muhammad’s thriving business has not only secured his family’s livelihood but also provided valuable training to apprentices, long-term employment to 4 new workers, and affordable dairy products to displaced families in his community.

CHALLENGES

Limited access to electricity poses an ongoing issue for Muhammad, especially during the winter when solar energy output diminishes. This impacts his ability to store dairy products, and he must continuously adapt to these conditions. Additionally, the volatile economic situation and fluctuating prices present constant hurdles.

CONCLUSION

Muhammad’s journey underscores the vital role of support in revitalizing livelihoods, bolstering local economies, and fostering resilience.

COMMUNITY- GALVANIZING AND RECOVERY

WHY?

Over 11 years of conflict has left essential services and infrastructures destroyed and neglected, affecting entire communities in northwest Syria. The lack of access to safe drinking water, damaged or inefficient WASH systems, and inability to afford hygiene supplies has compounded the cholera outbreak. Schools remain unsupportive for learning because of overcrowding, teacher shortages, inadequate school supplies and furniture, insufficient lighting and heating, and limited access to quality WASH facilities. Systematic attacks on schools along with children who do not attend school due to security and financial concerns deters access to school and impacts learning outcomes. The social fabric of whole communities has fallen victim to the crisis, with tensions and sensitivities between host communities, the displaced, and returnees.



Reflections on Impact, Park Rehabilitation

AL-BARDAQLY, NORTHWEST SYRIA

UNVEILING AL-BARDAQLY PARK

As one of the community-initiatives undertaken by the **Early Recovery Team**, three parks, including the enchanting Al-Bardaqlly Park and Playground, were built in 2022.

This park for families and children reduces the various distressing repercussions of the ongoing crisis on children and provides them with a safe place to relish the simple joys of childhood. We gathered with local residents for an opening celebration and unveiling in which hosted fun activities and enjoyed the amenities of the park.

“My wife and I came with our family to be part of the celebration; the ceremonies were very exciting. The children were laughing and smiling all the time.”

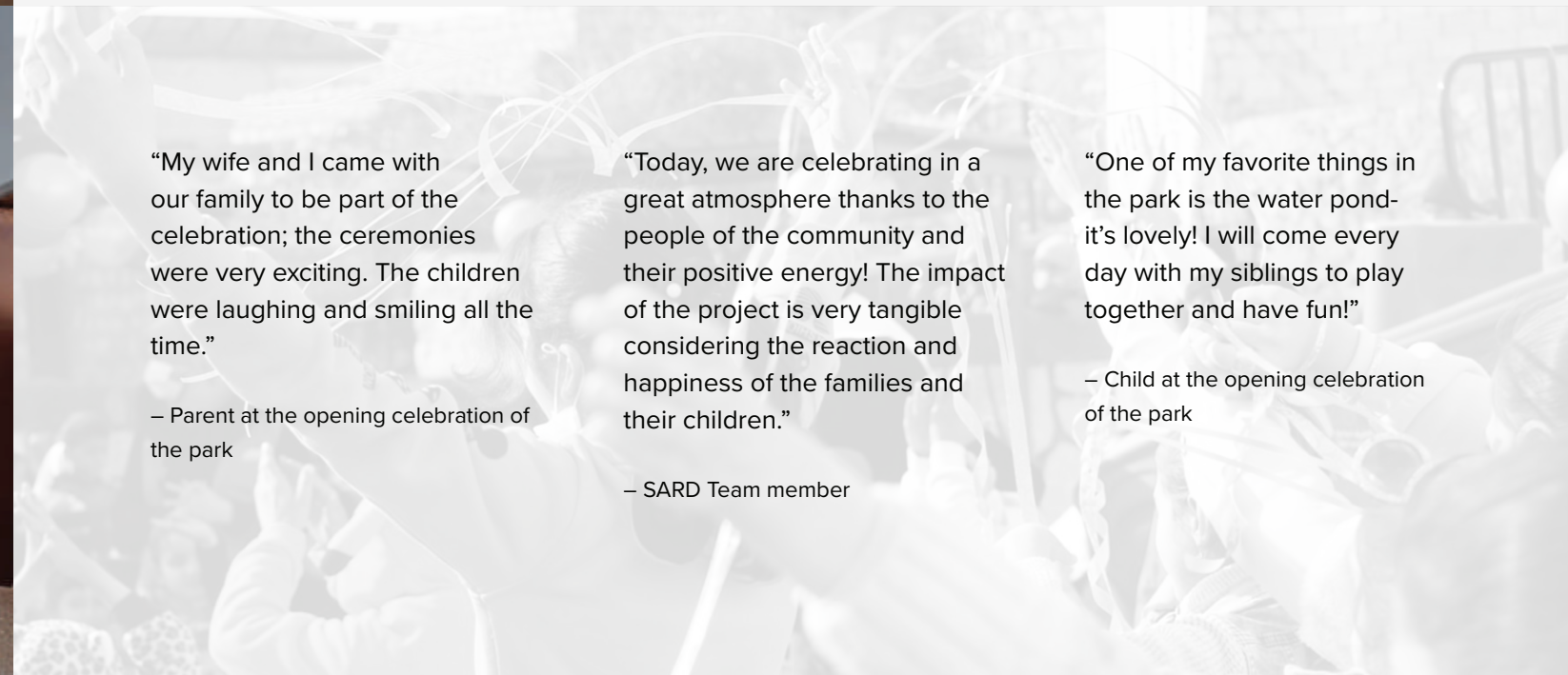
– Parent at the opening celebration of the park

“Today, we are celebrating in a great atmosphere thanks to the people of the community and their positive energy! The impact of the project is very tangible considering the reaction and happiness of the families and their children.”

– SARD Team member

“One of my favorite things in the park is the water pond-it’s lovely! I will come every day with my siblings to play together and have fun!”

– Child at the opening celebration of the park



WASH AND EARLY RECOVERY

WE REHABILITATED:

- 5 SEWAGE SYSTEMS**
- 3 WATER NETWORKS**
- 9 MARKETS**
- 8 SCHOOLS**
- 3 PARKS**

IMPACTING **160,425** INDIVIDUALS

FOSTERING BELONGING AND UNITY

We organized **10 community initiatives** in order to promote social cohesion, inclusivity and engagement across diverse groups of the community. Events like “My Disability is not a Barrier” sports event for persons with disabilities and “International Children’s Day” celebrations were highlights of the year!



A Teacher and Student’s Story of Impact, School Rehabilitation

SURAN, NORTHWEST SYRIA

“WE DIDN’T FEEL LIKE WE WERE NORMAL STUDENTS.”

TEACHER ABDULLAH:

“I was having a very hard time managing the students within the school space and setting play boundaries for them. I was extremely concerned that they could wander off and get lost or even kidnapped. They are our responsibility until they return home.”

TEACHER ABDULLAH:

“The greatest thing that happened in my professional life was that our request was granted and the school wall was built as we wanted. Now the students can play as they want within their space without fear. The exterior and interior of the building are also now so pleasing to look at. You start your school day with energy, activity, and hope.”

STUDENT YEZIN:

“We couldn’t play comfortably. We couldn’t tell where we should and shouldn’t go. We didn’t really feel like students. We felt like the building wasn’t complete, so we couldn’t enjoy playing. We didn’t feel like we were normal school students.”

STUDENT YEZIN:

“Finally we can play throughout the break with complete freedom without fear or having to be watched over by teachers. I love my school now, and I’ll be able to do something to serve my country more.”

COMMUNITY-DRIVEN APPROACH



Strong community participation is the backbone of SARD’s community-driven approach. SARD initiated a Socioeconomic Empowerment Community Committee in each of the communities it worked in to ensure community engagement in all project stages; design, implementation, and monitoring. We thank the 7 committees who served their communities this year!



CROSS-CUTTING THEMES



AWARNESS RAISING

SARD conducted robust Information, Education, and Communication campaigns to raise awareness on issues like child rights, Covid-19 prevention measures, and environmental topics like waste management. The campaign included **20,000** brochures and posters, **4,000** children’s magazines, **12** videos, community activities, training sessions, and social media outreach.

REACHING OVER **70,000** PEOPLE



SPOTLIGHT



PROTECTION AND GENDER MAINSTREAMING

“Throughout 2022, we prioritized the enhancement of our staff’s understanding of protection and gender mainstreaming principles and practices, equipping them with essential knowledge. We are now poised to build upon this strong foundation, with specific activities planned across our programmatic sectors to operationalize these critical principles.”

– Manuella DeGaspari, Protection Advisor

SPOTLIGHT



HEALTH SPOTLIGHT



We coordinated with the Covid-19 task-force, to produce a campaign promoting acceptance of the Covid-19 vaccine through sharing personal vaccine experiences, vaccine benefits and side effects. Our teams also distributed IEC materials on cholera prevention and carried out local awareness sessions.

ACCOUNTABILITY, MONITORING AND EVALUATION

Accountability is an essential part of the humanitarian response. Populations have the right to be informed of their entitlements and to participate in decisions affecting them while also having the opportunity to express their opinions and voice their concerns over humanitarian action. At SARD, we are accountable to the communities we work in through our robust Complaint and Response Mechanism (CRM). SARD offers multiple channels for targeted users to share feedback or raise complaints.

48 HOURS

AVERAGE RESPONSE TIME

MEAL INDICATOR RESULTS ACROSS OUR PROGRAMS IN 2022

- 99%**
Respondents satisfied with the assistance received
- 100%**
Respondents satisfied with the modality of the assistance
- 90%**
Respondents satisfied with timing of the assistance
- 79%**
Respondents reported that they have information about the Compliant Response Mechanism
- 100%**
Respondents felt safe while receiving the assistance
- 100%**
Respondents treated with respect by SARD staff
- 100%**
Respondents reported no one excluded from the assistance

CHAMPIONING LOCALIZATION

We champion localization by providing mentorship and capacity-building support to local NGOs. By offering training and guidance on project management, monitoring and evaluation, financial management, and most importantly advocating for culturally appropriate, equitable, and sustainable aid.

SARD mentored local NGOs WASL, POINT, Ataa, and Je Veux Jouer to build their skills and capacities.

“Through their mentorship and support, we have been able to develop our capacity and expertise to effectively respond to the needs of our people. Working together with SARD has not only enabled us to provide better assistance, but it has also given us a sense of dignity and pride in our ability to lead the response in our own community.”

– WASL



WHAT IS LOCALIZATION?

Localization refers to shifting the focus and decision-making power from external actors to local actors. It emphasizes the involvement and empowerment of local communities in all stages of humanitarian action, from needs assessment and program design to implementation and evaluation. The localization of humanitarian assistance is an essential step towards ensuring that aid is effective, efficient, and sustainable. By involving and empowering local actors, **aid can be delivered in a more timely and culturally appropriate manner, responding to the specific needs and contexts of the affected populations.** Localization not only increases the ownership and accountability of humanitarian assistance by the affected communities but also builds the capacity of local actors to respond to future crises, **creating a more resilient system.**



INVESTING IN THE NEXT GENERATION OF HUMANITARIAN LEADERS

“This year we laid the groundwork for our education and internship program, setting the stage for expansion based on the lessons learned from our pilot program in 2021. We look forward to seeing what these young people will do!”

— Fares AlSaleh, Head of Programs

LOCAL AID IS SUSTAINABLE AID

We procured goods and services locally, to not only reduce the carbon footprint associated with long-distance transportation but also to support the local economy and promote self-sufficiency. By sourcing materials and supplies from local markets, we boosted local businesses, created jobs, and contributed to the long-term economic development of the affected areas. By prioritizing the use of local resources and investing in local economies, SARD contributes to building stronger, more resilient communities that are better equipped to withstand future crises.

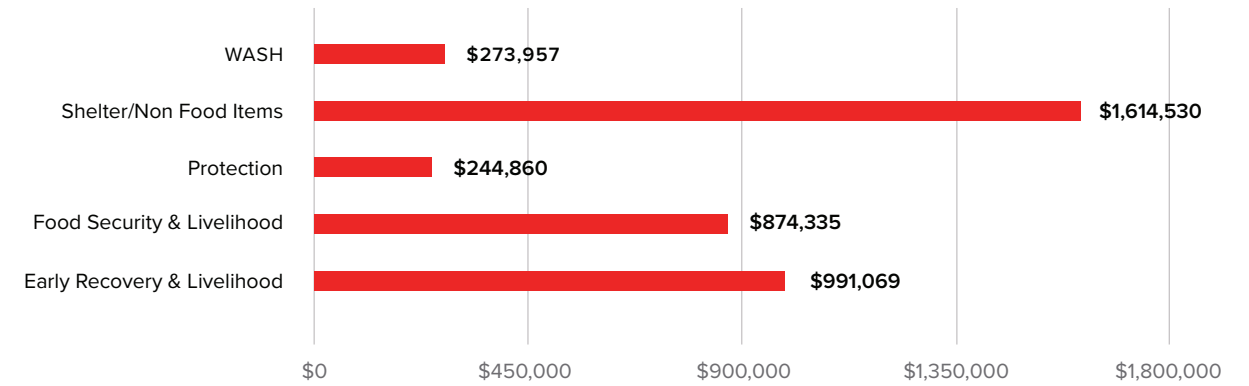


OUR FINANCES

JANUARY 1, 2022 - DECEMBER 31, 2022

Our finances reflect our commitment to transparent, efficient, and accountable humanitarian assistance for people affected by conflict and natural disasters.

EXPENSE BY SECTOR



EXPENSES

- OVERHEAD
- SUPPORT
- ACTIVITY/DIRECT

TOTAL: \$5,923,845.62

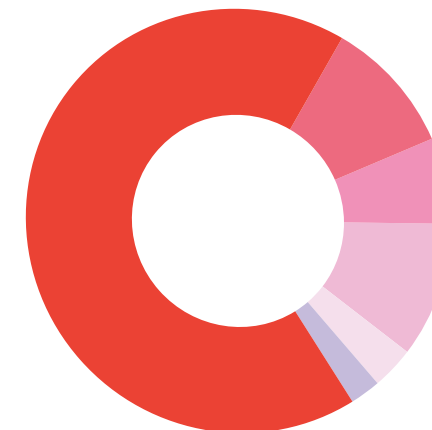
OVERHEAD
\$996,437.22
17%

SUPPORT
\$928,653.98
16%

ACTIVITY/DIRECT
\$3,998,754.42
68%

INCOME BY DONOR

ECHO \$3,987,527.69



OCHA \$605,052.45

MAEE \$388,484.97

Private \$615,102.02

Private \$194,132.22

Private \$139,579.39



OUR PARTNERS

As we close the chapter on another impactful year, we extend our deepest appreciation to our valued partners. Your steadfast commitment has been instrumental in bringing tangible support and positive change to the communities we serve. Thank you for walking with us towards a more resilient and self-reliant future.

Thank you. شكراً. Teşekkür ederim.



We thank the private donors who have been instrumental to our response!



JOIN US PARTNER. DONATE. FOLLOW US.

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