A Message from Omran’s Team

Omran Center for Strategic Studies has achieved a high level of relevance and importance among a wide spectrum of influential readership. Omran has taken part in advancing a comprehensive understanding of the Syrian scene and its regional and international impact.

Omran attempts to assess policies by different actors, deconstructs their narratives and claims, and presents policy recommendations to decision-makers.

Omran strives to promote an in-depth analysis of the political process, good governance mechanisms, democratic practices and economic empowerment of local economies.

Ammar Kahf, Ph.D.
Executive Director
Established in November **2013** in Istanbul, Turkey.

A research institution that serves as an essential reference on Syrian affairs in political, Local Administration, and development sectors.

Publishes studies and policy briefs that empower relevant actors and institutions working on Syrian affairs, supports decision-making mechanisms, and assess a complex set of data to present analytical maps and recommendations.

Conducts round-table discussions, seminars and workshops that promote a more systematic and methodical culture of decision-making among Syria’s future leaders.
An independent think tank and policy center focusing on presenting an objective understanding of Syria and the region in order to become a reference for public policies impacting the region.

**Objectives**

- Support decision-making mechanisms and presenting strategies on Syrian affairs.
- Provide practical solutions and policy recommendations to decision-makers.
- Publish policy studies that identify challenges within the Syrian context and the region, and foresee scenarios and alternative solutions.
- Publish papers in several languages to facilitate interaction with international actors.
- Contribute to the accumulation of knowledge that best serves the Syrian issue.
Omran Core Values

- Adhere to professional standards in describing and analyzing the complex reality.
- Adopt an appropriate research methodology.
- Enrich and develop our research team.
- Adapt to changing conditions and needs.
- Localize and adapt concepts and solutions to the Syrian and regional cultural and political contexts.

- Open to different orientations and methodologies through dialogue and bridge-building.
Why Omran

Quality Readership

Advises key opinion leaders and networks; more than 72 Arab and international websites republish Omran products with over 45,000 readers.

In-Depth Assessment

Conducts up-to-date analysis of political and social developments in Syria and the region using a dynamic and objective methodology based on direct access to information on the ground and abroad.

Bridge-Building Platform

Provides a platform for Syrian policy makers, human rights activists, local council members, and thinkers to exchange and develop new ideas and solutions faced by Syrians.

Multilingual

Issues original products in Arabic, Turkish and English.
Omran Organizational Chart

Research Unit
- Economics and Development
- Politics and International Relations
- Local Administration & Promotion of Democratic Practices

Information Unit
- Monitoring and Maps Production
- Public Opinion Polls and Surveys

Negotiations Support Unit
- Political Track
- Public Services Track
- Military and Security Track

International Affairs Unit
- The Turkish Affairs Department
The Research Unit focusses on analyzing the Syrian scene through political, military, economic and local administration dimensions, and assessing the impact of changes within it on regional and international affairs. It presents recommendations and projections for decision-makers in Syria. Researchers strive to put forward an accurate, realistic and objective assessment of the challenges and opportunities faced by Syria and circulate it to experts on Syrian affairs. The Research Unit focusses on three tracks:

- **Economics and Development**
- **Politics and International Relations Unit**
- **Local Administration & Promotion of Democratic Practices**
The Information Unit specializes in collecting data that is key for a better understanding of Syrian and regional affairs. It also offers support to the research unit by constantly monitoring and archiving news and information received from the ground and abroad, producing special reports, bulletins, and maps. Furthermore, it tracks products by think tanks and policy centers relating to Syria to make available to Syrian and other decision-makers.

This unit includes two teams:

- Monitoring and Maps Production
- Public Opinion Polls and Surveys
Negotiations Support Unit

This technical unit includes Syrian and international experts that empower Syrian actors and decision-makers with the tools, information and analysis necessary for any negotiation process. It focuses on political, military, security and public services tracks.

International Affairs Unit

This unit includes Syrian and international academics and experts who focus on reaching out to think tanks and policy centers with similar interests to build partnerships. It also provides decision-makers in other countries the latest studies and analysis of the political and military situation in Syria. The Turkish Affairs Department was established and operates in Turkey. We also hold functions and briefings in the US and Europe.
Fields Covered by Omran Studies

- The Political Process
- Decentralized Local Administration
- Security and Military
- Societal Security
- Refugees Resettlement
- Regional and International Studies
- Rebuilding Syria
- International Relations
- Local Economic Development
- Legal and Human Rights Studies
## Omran Accomplishments 2015

### Research Unit

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### Information Unit

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<td>Daily news reports</td>
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<td>Military news reports (maps and analysis)</td>
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An Evaluation of Syrian Crisis: Internal Dynamics.

The US and Russian Policies Towards Syria.

Rule of Law in Syria? The Assad Regime and ISIS.

Limitations of Iranian Policies in Syria and Impact on the Political Settlement.

Idleb Provincial Council: Assessment and Recommendations (2 parts).

Local Governance in ISIS Controlled Regions: an Illusion of a State.

Russian Policy Towards Syria Since the Revolution.

Political Components of the Syrian Revolution and Their Role in the Syrian Cause.


Development of Livelihoods in the Liberated Syrian Territories.
The Rise and Fall of the Hazm Movement.

Al-Nusra and Al-Qaeda: Repercussions of Revoking Pledge of Allegiance.

The Cairo Syrian Opposition Meeting: a Needed Effort with Complexities.

The Regional Complexity of Syria as an Arab Gateway to Stability.

Pivotal Junctions in the Military Situation in Syria.

Post-Palmyra ISIS: a Functional Test for all Parties.


Local Tax Collection: Challenges Faced by Local Councils.

Localized Truces as Indication of **Regime Disintegration**.

**Vienna Conference** and Limitations of its Political Track.

**Al-Waar Truce**: Messages and Indications.

**Moscow Forum**: Farcical Support for a Crumbling Regime.

**Livelihoods** and the Challenge of Economic Resilience in Syria.

**Local Councils in Syria**: a Successful Power Transition Model.

Why Local Councils are Targeted by **Russian Warplanes**.

**Turkey’s Role in the International Coalition** against ISIS: a Test for US-Kurdish Relations.

To view more studies and papers, please visit **Omran website** at:

www.OmranDirasat.org
SETA’s Panel “The Syrian Crisis After the Russian Intervention”
Amman Security Conference, Jordan

The conference was organized by the Arab Institute for Security Studies, in cooperation with the Danish government and the Konrad Adenauer Stiftung. The goal was to research the paths for international cooperation in strengthening security and economic development, in addition to all aspects of achieving the nuclear program and the ban on weapons of mass destruction. Omran presented a paper entitled “International Initiatives for a Political Solution in Syria: Challenges and Opportunities”.

Middle East Think Tank Forum by Institute of Strategic Thinking, Ankara, Turkey

The Institute of Strategic Thinking-SDE in Ankara, Turkey, organized the conference entitled “Building a Common Vision for a Peaceful and Stable Middle East”, co-sponsored by the Office of the Prime Minister. Omran presented a paper in the conference, titled “Syrian Peace Process: Challenges and Opportunities for a Political Solution”.
Symposium Entitled “The Implications of the Iranian Nuclear Deal on Syria and the Region”

Omran organized a one-day symposium hosting 4 sessions with experts on Iran, Egypt, Syria, GCC, and Turkey to discuss the implications of the P5+1 Iranian nuclear deal on the Syria file and the regional balance of power. Papers submitted were compiled and published by Omran. The symposium also tackled the projected scenarios for political developments in Syria as a result of this agreement.

The Role of General Management in International Migration and Accommodation of Refugees by the Turkish Migration Directorate

The conference was held at the Mustafa Kemal University, in cooperation with the Directorate of Regional Governance. Omran presented two papers, the first entitled “The Problem of Refugees in Turkey: Opportunities and Obstacles”, and the second entitled “The Implications of the Syrian Crisis on the Balance of Power in the Middle East”.

Omran’s Symposium Entitled “The Implications of the Iranian Nuclear Deal”
Omran co-organized a training program on **anti-corruption** on January **12-16, 2015** in cooperation with the Local Administration Councils Unit (LACU), **Bousla for Training and Innovation** and Canadian Funds for Local Initiatives (CFIL). Omran experts presented a training as part of its goal to **promote principles of good governance and democratic practices** to combat corruption on all levels. The program reviewed many international, regional and local anti-corruption regulations, the **UN Anti-Corruption Agreement** and ways for Civil Society Organizations in Syria to counter fiscal and administrative corruption.
This book focused on the totality of the formal and non-formal political, military, legal and local opposition actors, recommending several mechanisms to push the Syrian issue towards a breakthrough. This breakthrough is needed, whatever the expected scenario, due to the need to fill the vacuum of governance and provision of basic services as a function of the state and not the regime. This vacuum was induced by the abandonment and dysfunctionality of the Assad regime to execute some of its political, economic and social duties expected from it as a state.
Omran’s Year Book focused on assessing the emerging realities of the Levant Region which pushed many of the regional and international actors to explore new positions, taking into consideration their security and economic interests and reducing the effect of other emerging variables. This is a result of the political and military impasse in Syria that continues this year. The expected scenarios include increased military shifts and more entrenched areas of control, in conjunction with the continuing fluidity of the political track, especially concerning the rehabilitation of Assad. Within the complex Syrian reality, the experience of local governance stands out as an alternative de-centralized system; as it has a political latency beyond just providing public services, especially in its adoption of non-traditional economic solutions.
Omran invited researchers and experts in Iranian affairs from different regional backgrounds. Participants in the symposium presented papers to address the impact of the international agreement on the balance of power in the region as it pertains to Iran, GCC, Turkey, Syria and Egypt.
**Russian Strikes on Syria From 30th Sep - 8th Oct 2015 - Issue 3**

### Russian Strikes On Syrian Governorate

#### 30 SEP 2015
- Homs - Tabisa
- Homs - Al Rastan
- Homs - Ghnata
- Homs - Um Shanhosh
- Homs - Al Zataranah
- Homs - Al Ghantu
- Hama - Al Latamnine
- Hama - Tal wasit
- Hama - Al Mansoura
- Hama - Kafar Zita
- Idlib - Al Habib
  - 11 Strikes
  - 00 Strikes

#### 02 OCT 2015
- Idlib - Maarat Al Numaan
- Idlib - Kafar Roma
- Hama - Al Qaryatayn
- Hama - Al Latamnine
- Idlib - Shihan
- Idlib - Benin
- Idlib - Khan Sheikhoun
- Idlib - Hantooteen
- Lattakia - Yarmadi
- Idlib - Maaf Shimmareaen
  - 10 Strikes
  - 01 Strikes

#### 03 OCT 2015
- Hama - Al Houla
- Idlib - Al Ghadifa
- Idlib - Insem
  - 03 Strikes
  - 00 Strikes

#### 04 OCT 2015
- Hama - Al Latamnine
- Hama - Taqrqah - Taqaba airbase
- Lattakia - Jabal Al Turkman
- Idlib - Al Rakaya
- Idlib - Al Habit
- Idlib - Bekker
- Hama - Al Latamnine
- Al Rassah - Ar Rassah City
- Al Hasakah - Al Chadadi
- Al Raqqah - Tabaqa Hospital
- Aleppo - Darat Izza
- Lattakia - Jebel al-Noba
  - 13 Strikes
  - 04 Strikes

#### 05 OCT 2015
- Homs - Al Qaryatayn
- Idlib - Kafrnuf
- Aleppo - Aradlan
- Idlib - Kafar Aweedd
  - 03 Strikes
  - 01 Strikes

#### 06 OCT 2015
- Hama - Al Latamnine
- Homs - Al Qaryatayn
- Idlib - Kafar Naboudah
  - Helicpote Attacks on Naboudah
    - 03 Strikes
    - 00 Strikes

#### 07 OCT 2015
- Hama - Al Latamnine
- Homs - Al Qaryatayn
- Idlib - Kafar Naboudah
  - Helicpote Attacks on Al Sayyad
    - 03 Strikes
    - 00 Strikes

#### 08 OCT 2015
- Aleppo - Um Al Kubra
- Idlib - Idlib City
- Idlib - Babalb
  - Helicpote Attacks on Al Sayyad
    - 03 Strikes
    - 00 Strikes

### Total Number Of Strikes
- Rif Damaucas: 01
- Homs: 03
- Hama: 10
- Idlib: 24
- Lattakia: 05
- Aleppo: 03
- Al Raqqah: 03
- Al Hassakah: 01

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- Free Syrian Army and Independent Islamic Groups
- People’s Protection Units (YPG)
- Islamic State
- Regime forces and regime loyal militias
- Lebanese Hezbollah
- No particular group control
- Israeli occupied land
A Comparison of Omran Accomplishments in 2014 and 2015

- Papers and Briefs: 90 (2014) vs. 44 (2015)
- Conferences and Events: 13 (2014) vs. 49 (2015)
- Media Appearances: 3 (2014) vs. 90 (2015)