



**Local Development
Organization**
منظمة التنمية المحلية

Partners for Development

2019

L.D.O Profile



Board of Trustees

Introduction

The crisis in Syria has created the worst humanitarian catastrophe of our time, and with the crisis in its eighth-year the Syrian people are still seeking a dignified life and a better future but are struggling to barely survive. Despite all the grief, the pain and deprivation that the Syrians have been subjected to for decades, they are now having to make enormous sacrifices and take huge risks to adapt to the changes needed in order to meet for their families and communities most basic needs, in keeping with their cultural traditions.

As a result of the continued chaos of the crisis, the Syrian society recognizes the need to reorganize and rebuild its institutions, with the most important institution consisting of the local councils in Syria. These local councils are considered as elected bodies that reflect the views of their communities and seek to achieve their aims as well as run and manage services needed. The councils provide essential public services, from water and electricity to order and security.

These elected governing bodies have adequate awareness to apply the Local Administration Law 107, a law approved by the Syrian Government in 2011, in order to maintain the unity of the Syrian territories and fill the gap for social and governmental organizations in regions free from the governing dictatorial authorities.

With the aim of supporting these local councils, the Local Development Organization (LDO) was established by a number of experts to support local administrations in various fields including governance, economy and community development. LDO seeks to achieve a framework that helps local councils and their communities to achieve professional standards and good governance.

About the Local Development Organization:

The Local Development Organization, also known as LDO, is a non-profit, non-political civil society organization focused on supporting local administration, economies and communities as well as providing essential services and advocating studies and promoting information. LDO was established at the beginning of 2015 and was registered in Turkey, under the reference number 19154-270 in April 2016. LDO has its head office in Gaziantep - Turkey and works with and for local administrations in Syria in order to achieve good governance with the aim of creating consistency, integrity and excellence as well as a trusted system. This good governance is the main element setting the balance between strategic and operational conduct in an organized and deliberate approach.

Scope of Work:



Women
Empowerment



Providing
Essential
Services



Community
Development



Local
Economic
Development



Governance and
Institutional
Development

Head Offices inside Syria



Organization Vision:

To improve the effectiveness of local administrations in accordance with the standards of good governance, in order to activate their role in serving the community and strengthen the local economy.

Organization Mission:

To implement programs in the field of institutional and community capacity development by providing consultative solutions for good governance and promoting social responsibility to achieve the development and stability of society.

Local Development Organization Values:

Perseverance: It is with persistence, tenacity, and determination that we will shape Syria's promising future, set in our minds to reach our organization's goals and achieve our objectives.

Transparency: LDO strive to be open, honest and accountable in our relationships with everyone we work with.

Participation: LDO seek to establish a mechanism of communication between different stakeholders that helps community groups to find common ground and build a shared vision for change; whether in understanding its content, putting it in to action, or evaluating the outcomes.

Credibility: LDO are keen to adhere to our goals and objectives in providing the best for our society, in order to contribute to the advancement and civilization.

Integrity: To pursue honorable initiatives and conduct work in an honest, transparent and ethical manner.

Responsibility: Strive to achieve social responsibility with no corruption, adhering to ethical practices, using a framework to act for the benefit of society at large.

Excellence: LDO seek to achieve high levels of performance, emphasize the need for continuous improvement and encouraging innovation by developing capacities of those concerned. This is done by providing distinguished systems that shape the future and make it a reality.

Strategic Objectives:

1. Build a network of local and international experts specialized in the fields of public administration, economic development, good governance, democracy and human rights.
2. Provide support to local councils on mechanism of capitalizing their own resources through the establishment of investment incubators, the preparation of economic feasibility studies, the search for grants and funding opportunities, the implementation of technical and specialized training programs and the implementation of monitoring and evaluation systems.
3. Qualify researchers and specialists in the fields of local administration, urban planning, local economy (urban and rural) and statistical studies by enrolling them in postgraduate study programs and international research centers.
4. Provide the Organizational and technical infrastructure for communication platforms, local dialogue activities and conduct community awareness campaigns in the areas of public administration, free elections, transitional justice, civil peace and empowerment of women within the framework of local administration.
5. Publish normative guidelines, financial and administrative systems and technical maps for the benefit of local administration institutions.
6. Provide essential services in the infrastructure sectors, develop productive projects and respond to needs.
7. Develop an integrated institutional support mechanism including a strategic planning system, institutional performance, recruit qualified staff, develop policy systems and internal procedural processes. In addition to adopting electronic systems, advanced applications and professional advisory expertise.
8. Develop communities by identifying factors that inhibit progress and social prosperity, such as poor living conditions or inadequate services provided and contributing to combat these causes mitigating their effects.



Completed programs and projects

Governance and Institutional

Development Programs

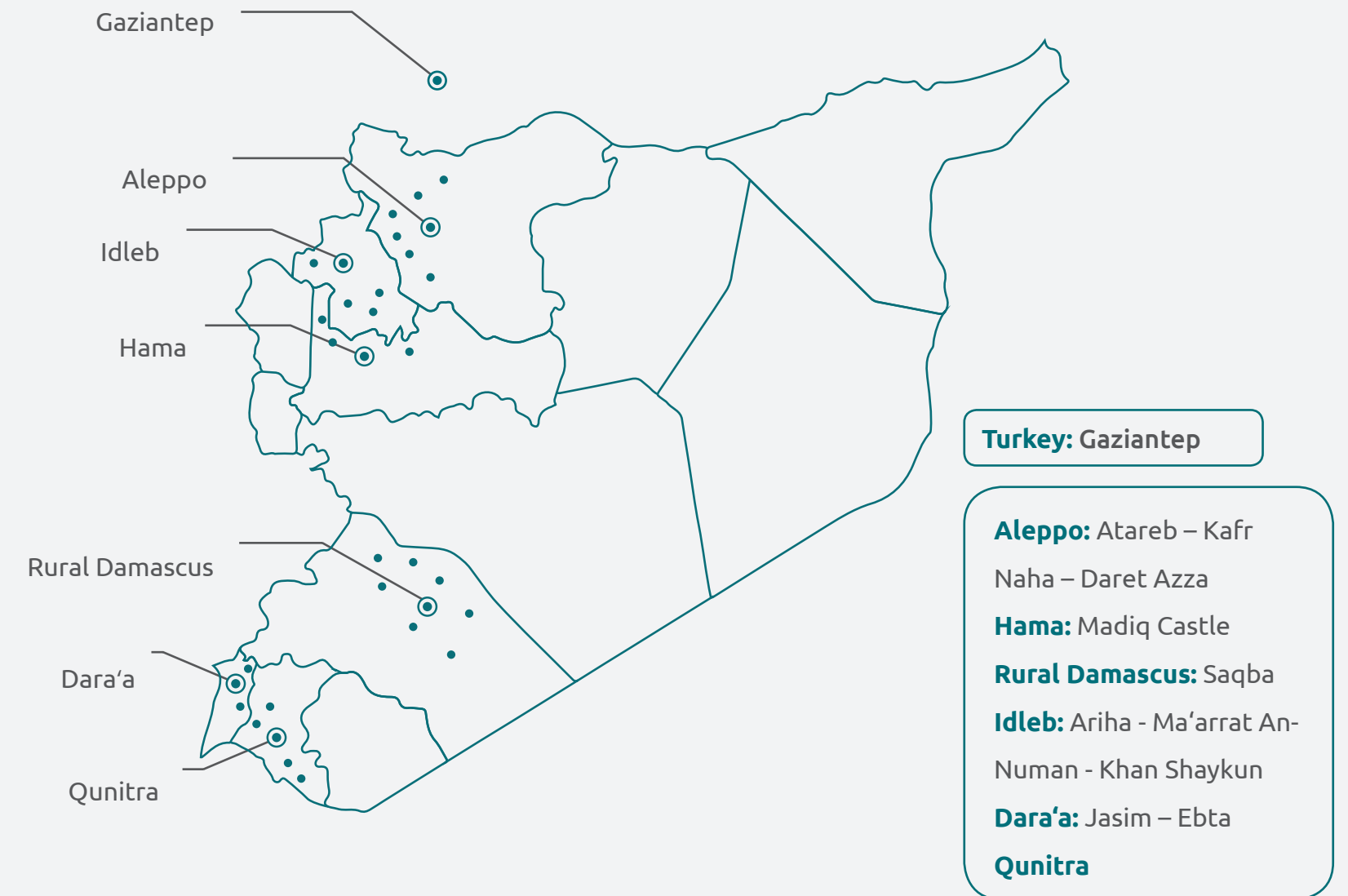
Developing Local Economies

Community Development

Providing Essential Services

Women Empowerment

Distribution of projects in Syria and Turkey



Projects & Programs

Governance and Institutional Development Programs

Preparation of the Performance Standards of Local Councils: P.S.o.L.C

The Performance Standards of Local Councils (P.S.o.L.C) document sets out clear standards for the Local Councils to adhere to. The P.S.o.L.C document was formulated through a multi-stakeholder workshops, including participation from:

- 30 Local Councils (LCs).
- 30 Civil Society Organizations (NGOs).
- 10 International Organizations (INGOs).
- An Opinion Poll was conducted on 100 Local Councils.

Project Objectives:

- To set standards, which in turn enables the measurement of performance of local councils with the aim of assisting them to identify and improve the services they provide to the community.
- The P.S.o.L.C document contains 12 principles of good governance, with 70 standards and 181 indicators, and was issued to help verify the application of the standards.

Projects & Programs

Governance and Institutional Development Programs

The Axis of Formation of Local Councils



- Rule of Law
- Openness and Transparency
- Fair Conduct of Elections, Representation, and Participation

The Axis of Administrative, Financial and Control Systems



- Rule of Law
- Sound Financial Management
- Openness and Transparency
- Efficiency and Effectiveness
- Competency and Capacity
- Accountability
- Fair Conduct of Elections, Representation and Participation

The Axis of Development and Services



- Rule of Law
- Sustainability
- Openness and Transparency
- Efficiency and Effectiveness
- Responsiveness
- Accountability
- Fair Conduct of Elections, Representation, and Participation

Projects & Programs

Governance and Institutional Development Programs

Financial Manual for Local Councils of Cities, Towns, and Municipalities

A number of consultations were held through electronic platforms between consultants and accountants in the Ministry of Local Administration, the Ministry of Finance and local councils with the aim of producing a Financial manual.

A workshop was held in Gaziantep- Turkey, attended by a number of accountants who participated in the consultations for the issuance of the Financial Manual in its final agreed form.

This manual was produced in paper and electronic format and distributed to the local councils through the provincial councils to put into practice.



Projects & Programs

Governance and Institutional Development Programs

The Bylaw for Councils of Administrative Units and Executive Offices

The Bylaw of the local Councils is the central hub that ensures the strengthening of institutional work and also helps in raising the quality of service provided to citizens. It was prepared based on the legal and administrative system prior to 2011, in accordance with the current situation in Syria; in order to strengthen the concept of the state and maintain its institutions.

The Bylaw document was prepared in collaboration with:

- 1. Local Councils.
- 2. Provincial Councils.
- 3. Ministry of Local Administration in the Syrian Interim Government.
- 4. Committee of Experts.



Projects & Programs

Governance and Institutional Development Programs

Syrian Geographical Information Atlas (in Arabic & English)

During the preparation of the Atlas, LDO focused on establishing legitimate administrative divisions for districts, sub-districts and administrative units. The key base information for the Atlas is summarized as follows:

- 1. 23 million people.
- 2. Provincial councils: 14 governorates.
- 3. Administrative divisions: 66 districts, 280 sub-districts.
- 4. Local councils: 157 cities, 502 towns and 682 municipalities.



Projects & Programs

Governance and Institutional Development Programs

Step Project (in Arabic & English)

The aim of the project is to create a short film "Animation" in order to raise awareness of local administration laws and temporary regulations issued by the Interim Syrian Government in a simplified manner.



- 1. The film discussed the principles of management in the civil unit.
- 2. The project duration was 4 months.
- 3. 450 local councils were targeted.

Project Objective:

- 1. To raise awareness on the importance of governance and development effectiveness in community by presenting the principles of local administration and good governance.
- 2. Converting the scientific content of the laws into a simple content that is understandable to all categories.

لمشاهدة الفيديو

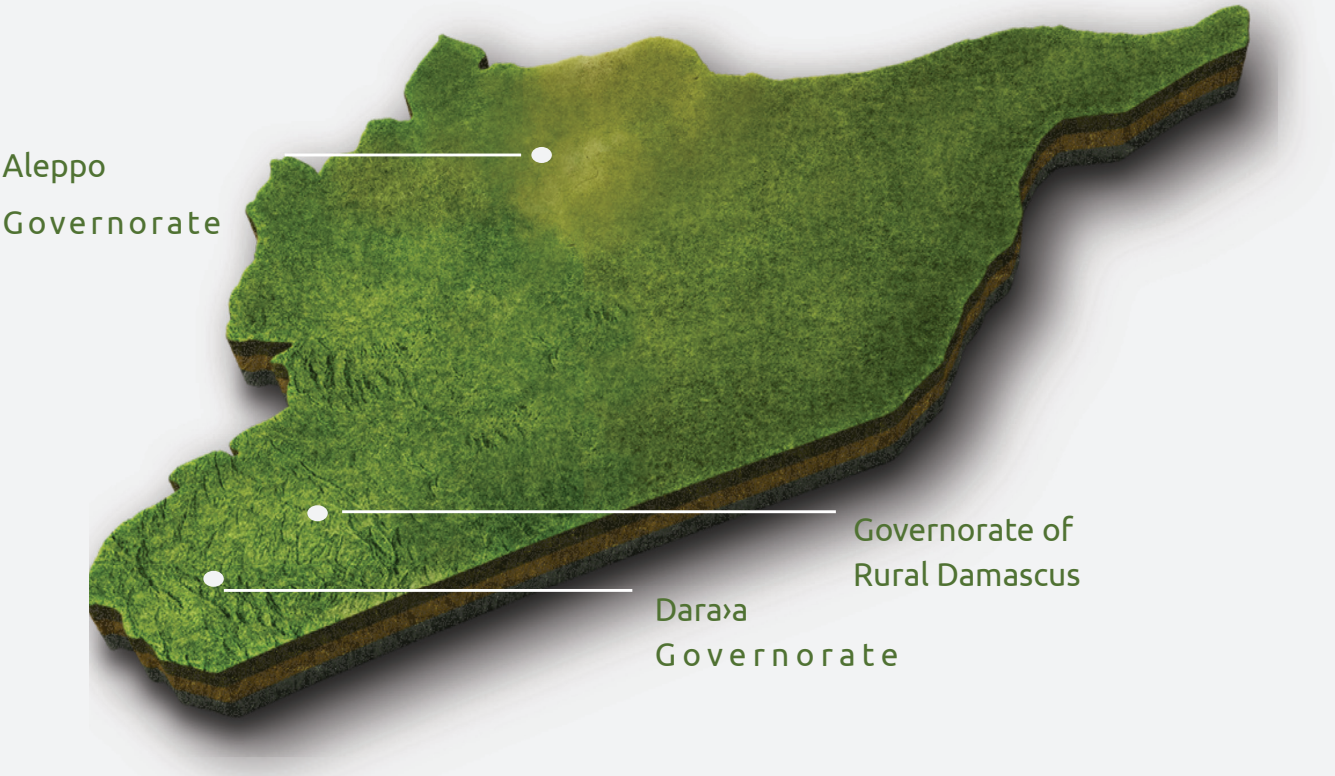


Projects & Programs

Governance and Institutional Development Programs

Development of City Councils

The project, in partnership with local councils in Azaz, Saqba, Jasim, aims to entrench the principles of good governance, promote dialogue and social responsibility, and develop the economy in a way that contributes to the empowerment of the local community and the local councils to formulate their vision and plan of action to serve the society efficiently.



Projects & Programs

Governance and Institutional Development Programs

Strategic Planning

The Local Development Organization (L.D.O) has provided local councils with consultants and experts, as well as tools needed to work with the local community based on the participatory planning methodology, which goes through the following stages:

1. Planning for Strategic Planning
2. Build a Strategic Vision
3. Develop Strategic Values and Mission
4. Strategic Objectives
5. Operation Projects and Programs
6. Performance Indicators
7. Organizational Structures



Projects & Programs

Governance and Institutional Development Programs

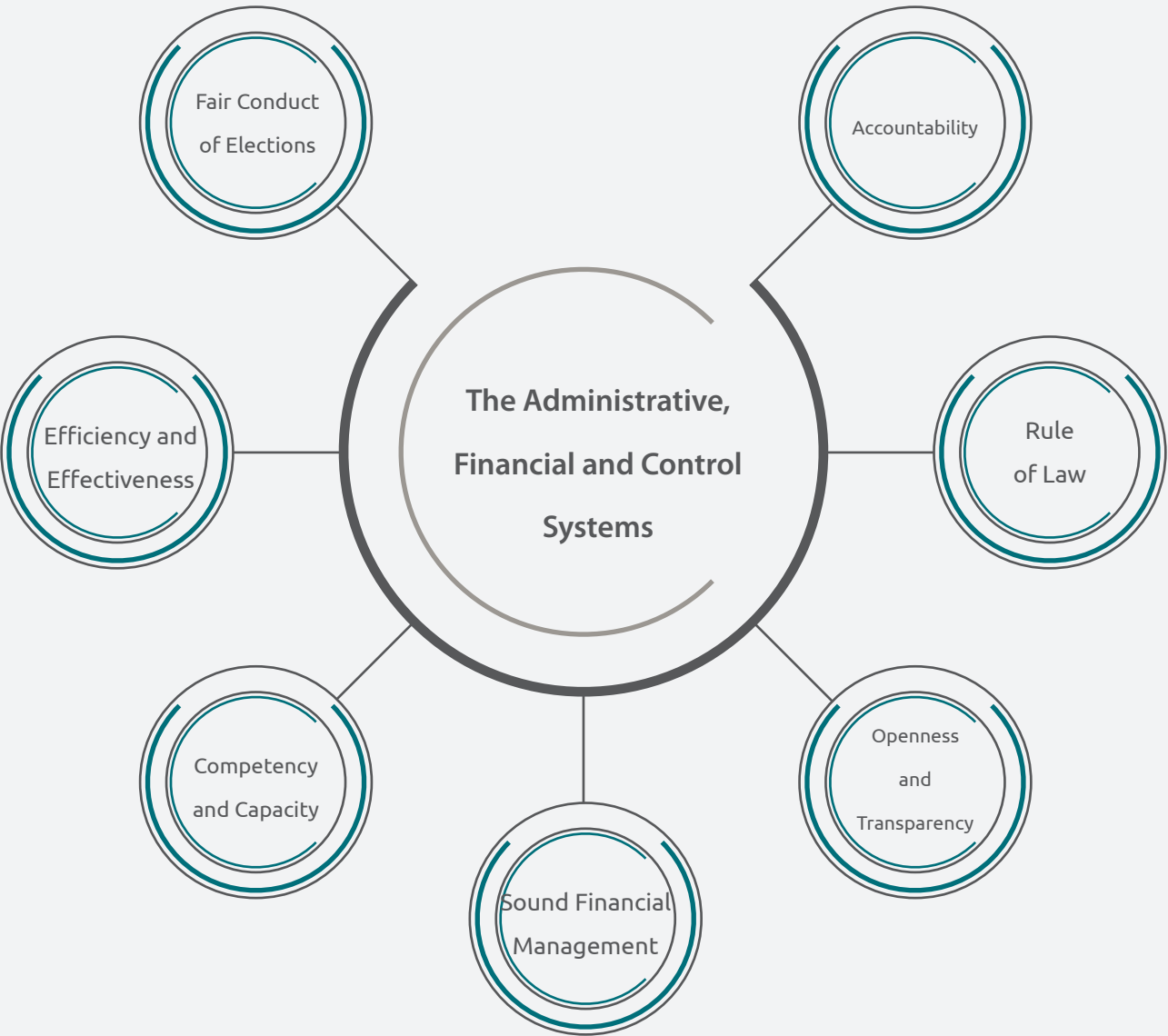
Evaluation of the performance of city councils according to the governance standards

The councils were evaluated on the basis of the Performance Standards Document P.S.O.L.C. in accordance to the administrative, financial and control systems, which includes 7 principles of good governance, 25 standards to be measured and 70 indicators to verify the application of standards adopted by the Ministry of Local Administration in the Syrian Interim Government.

Governance Manual

The Local Development Organization utilized the governance evaluations of the targeted councils to publish detailed guidelines with the aim of helping these councils to raise the level of performance and thus achieve better services for citizens.

Projects & Programs





Projects & Programs

Development of the Local Economy

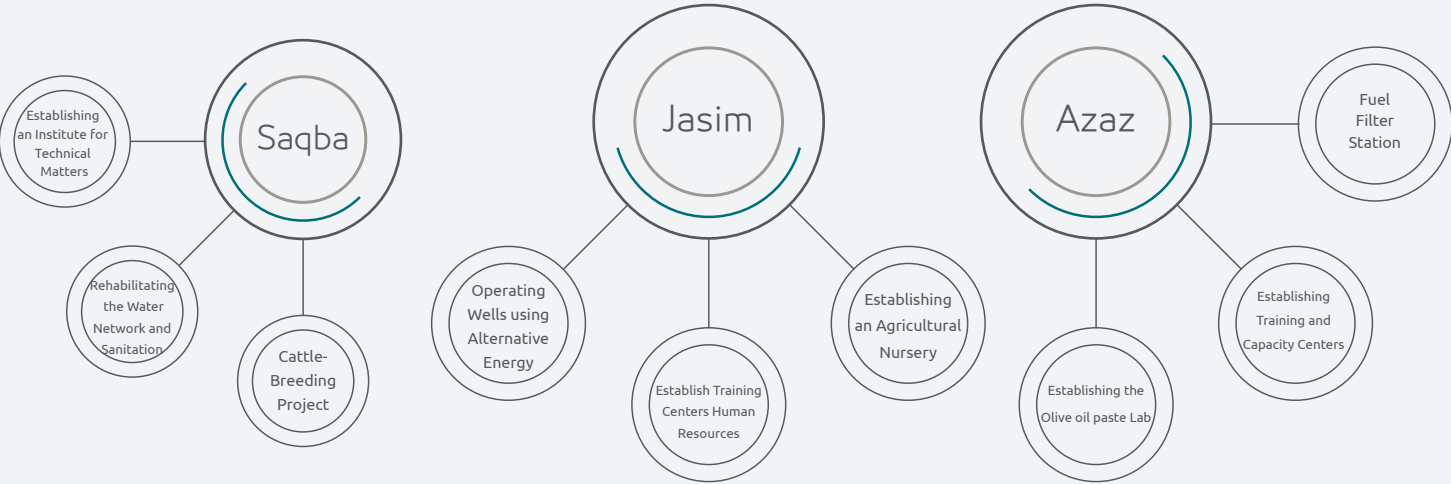
Building Priorities

In the field of economy and development within the development project, meetings were held between the local council and stakeholders to identify priority projects that contribute to the achievement of strategic objectives for the Council and the City.

Training and Qualification

Qualifying and training the projects team in the targeted councils to be able to develop and study projects post-completion.

Priority projects identified in the three locations



Projects & Programs

Development of the Local Economy

Innovation Development Competition

This competition is aimed at supporting those people whose have innovative ideas in the field of development, especially those affected or displaced, and those that have lost their livelihood or jobs, to participate in the presentation of their ideas and studies of development projects.

THE COMPETITION AIMS TO:

Transforming society from consumption to production, supporting creative ideas of development and creating an atmosphere of creativity and innovation.

The study forms were received from participants according to the following criteria:

- Location: Azaz City
- Budget: should not exceed 15,000€ or this budget should be for the first phase of the project
- The project should be sustainable and achieve public benefit
- The results of the project contribute to meeting the needs of the beneficiaries and resolving problems
- The project study should be logical and measurable
- The project should contribute to the optimal investment of local human resource and material resources with the aim of reducing unemployment levels.



Projects & Programs

Governance and Institutional Development Programs

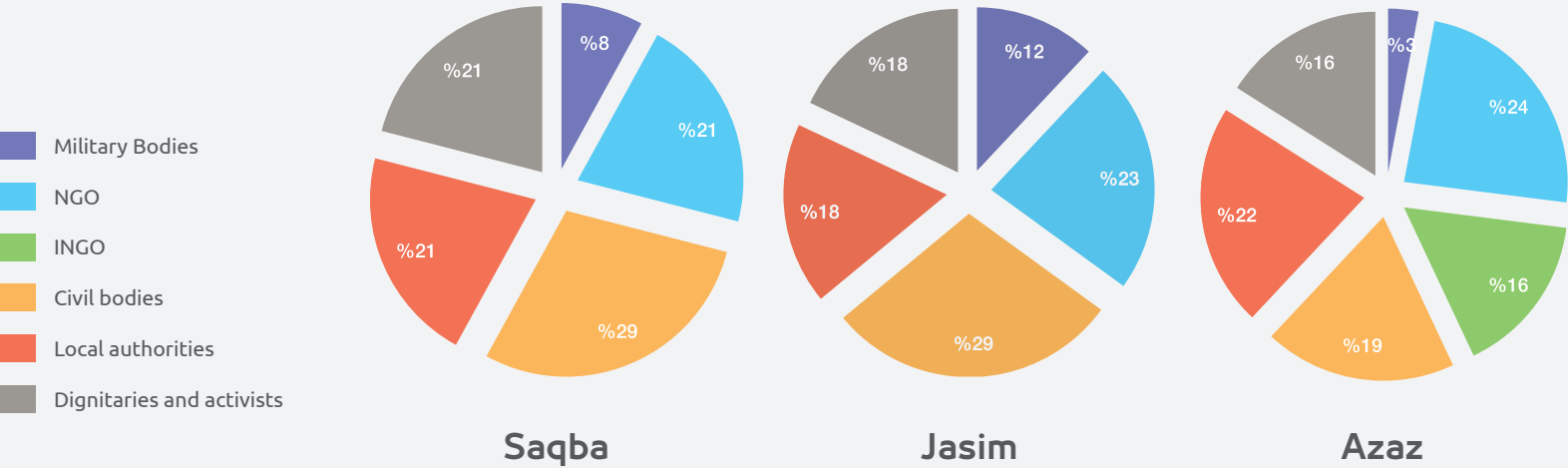
Community Dialogue

The development project incorporated dialogue sessions in three targeted cities, in which stakeholders and community leaders met with Local council members in order to promote community dialogue and participate in the decision-making as well as monitoring the mechanism used by the council.

These sessions were organized under the following titles:

- Analyzing Working Environment of the Council through S.W.O.T Analysis.
- Identify Priority Projects.
- Stimulating Participation.
- Achievements of the Council and Services Provided to the Community.

The number of participants in the community dialogue programs reached between 300-200 stakeholders in each of the targeted cities. Their distribution was as follows:



Projects & Programs

Development of the Local Economy

Al-Wafaa campaign to Aleppo Al-Shahba

A campaign launched by Palestinian activists, from Shuḡfat refugee camp in Jerusalem, to help displaced people from Aleppo. This campaign turned relief work into development and adopted the principle of cash for work. The campaign was made up of a number of projects in order to have the greatest impact. The projects were conducted as follows:

Project for Cleaning and Repairing Roads in the City of Mare

The total number of direct beneficiaries for this part of the project reached 370 families, who participated in repairing the main roads and cleaning the streets within the whole City.

Afforestation Project in the City of Suran

The total number of direct beneficiaries of this project were 240 families, who participated in the planting of 600 trees on the city streets.

Afforestation Project in the City of Aghtrin

The number of direct beneficiaries were 200 families, who participated in the planting of 1000 trees in the city streets.

Cleaning Project in the City of Azaz

The number of direct beneficiaries were 150 families, who contributed to the cleaning of their city within 6 sectors.



Projects & Programs

Dialogue Sessions and Conferences

Dialogue Sessions

Contents:

- 1. Sustainable Development of Cities and Opportunities Hidden Behind Crisis's.
- 2. The Importance of Small Scale Projects in Local Development.
- 3. Ethics and Economics.
- 4. Institutional Excellence Based on European Quality Standards.
- 5. Leadership and Integrated Model of Strategic Management.
- 6. Decentralization in the local administration.

8
sessions



160
beneficiaries



Courses:

165
beneficiaries



90
in Syria



75
in Turkey



Contents:

- 1. Economy and Local Development
- 2. Good Governance
- 3. Community Dialogue
- 4. Strategic Planning
- 5. Local Administration



Projects & Programs

Dialogue Sessions and Conferences

Conferences

Syrian participation in the «Ivory» conference

Under the title of «The Turkish Experiment in the Management and Development of Municipalities» with the presence of the Local Council leaders from the eight-Syrian Governorates.

The session had the aim of providing local councils with the following key points:

1. Types of Local Governments, Municipal Councils, Administrative and Financial Structure of Municipalities
2. How to Implement Municipal Services
3. Human Resource Management
4. Strategic Studies in Municipal Plans



Antalya Conference

Under the title of «The Terms of Reference of the Senior Municipality and Municipal Services»
The number of participants: 25 persons.

The conference was held in May 2016 in the city of Antalya- Turkey, with the aim of highlighting the experience of the Senior Municipality in terms of sustainable development, the municipal services, the relationship with municipalities and with the central government. The conference was attended by trainers and trainees of «Tahdir» Program and was overseen by Turkish experts and consultants from the Senior Municipality in Antalya.

Projects & Programs

Dialogue Sessions and Conferences

Participation in the Conference of Urban Mobility Summit

At the invitation of the Municipality of Shanliurfa and the Secretary General of UCLG-MEWA Organization and the local administrations of the Middle East and West Asia (UCLG-MEWA), LDO has participated in the work of the Urban Mobility Summit in the city of Shanliurfa - Turkish, which started from 20/11/2018 and ended on 22/11/2018.



The conference was attended by several municipalities, local administrations and organizations in Turkey, Syria, Lebanon, Jordan, Palestine, Yemen, the Arab Towns Organization and experts from Arab, Turkish and European universities. The Summit addressed topics related to the importance of urban mobility, the intelligent transport systems, the financing of transport projects and the best experiences of States in friendly transport projects.

Projects & Programs

Dialogue Sessions and Conferences

Participation in the annual conference of the Mediterranean Integration Organization (CMI)



LDO has participated in the annual conference organized by the Mediterranean Integration Organization (CMI) for 2018 under the theme of Local Economy Development in Local Communities, held in Gaziantep - Turkey, between 19/11/ 2018 and 22/11/2018. The conference hosted the municipality of Gaziantep, United Cities Organization and Local Authorities in the Middle East and West Asia (UCLG) MEWA, World Bank, GIZ, and many international organizations and municipalities in Lebanon, Jordan, Palestine and Turkey.

It dealt with many topics and regional experiences regarding the work with refugees:

1. The most important previous achievements and the development of regional networks.
2. Deepening participants' knowledge by presenting successful experiences and solutions that are implementable.
3. Increased cooperation among the countries of the region through participating members, in order to exchange solutions between the Mediterranean region and southern regions facing similar issues.
4. Encourage the exchange of experiences and experiments between host local administrations and LDO partners.



Projects & Programs

Governance and Institutional Development Programs

Capacity building of local councils

The project sought to build the capacity of human cadres within the local sub-councils of the governorates of Aleppo, Idleb, Rural Damascus and Daraa.

Qualify and train cadres on the administrative and financial affairs, develop the internal environment of the councils and then raise the level of performance in order to meet the increasing needs.

- This objective has been achieved through four training courses:
- Regulations of the local administration.
- Bylaw for the boards of administrative units and their executive offices.
- Financial Manual for local councils.
- Project management.

About the Project



Duration of implementation
3 months



80
Local Councils



320
Council Members



Project Outcomes:

1. Qualifying and training 320 members of the councils in the field of local administration and finance as well as project management.
2. Contributing to the unification of the regulations and policies adopted by the local councils and approved by the Ministry of Local Administration in the Syrian Interim Government.

Projects & Programs

Women Empowerment

Strengthening the participation of Syrian women in local councils

The project aimed at gaining a better understanding of the requirements of women in the northern countryside of Aleppo governorate, in order to enhance their participation in public life.



The project was implemented through holding six dialogue sessions that identify best practices for women in the administrative, political and social work environment. It aims to identify the most important factors hindering the participation of women in community activities and to work on changing the stereotypical image of women's role in the northern countryside in particular and the liberated areas in general.

About the Project



Duration of implementation
2 months



100
Beneficiaries
(M/F)

Projects & Programs

Project Outcomes:

1. An opinion poll report identifies the percentage of working women and non-working women and the educational level of women in western rural Aleppo, in addition to the most important needs and recommendations that contribute to enhancing women's capacities and participation at the administrative and political level.
2. A report identifies the social concerns and roles of women divided into two groups (workers - non-workers) and identifies the challenges and difficulties that hinder their participation in public life and the basic needs required to activate their role in society.



Projects & Programs

Governance and Institutional Development Programs

Strengthening governance in local institutions and bodies

The project aimed at strengthening governance of local institutions and bodies in key service sectors, enhancing cooperation and coordination between governance structures and Syrian civil society organizations, assessing technical and governance gaps in the key sectors (education, health, agriculture and services), strengthening institutional structures and defining roles and responsibilities between different levels of the administrative units.

About the Project



Duration of implementation
12 months



1319
Local Councils



Aleppo - Idleb – Hama
Homs – Rural Damascus
Dara'a - Qunitra

Projects & Programs

Project Outcomes:

1. Evaluating the performance of 25 local councils in the field of administrative procedures and financial systems in addition to issuing a manual to help the council overcome the gaps.
2. Issuing a document defining competencies, roles and responsibilities between local institutions and bodies and non-governmental organizations.
3. Establishing directorates for local councils and technical services in liberated governorates.
4. Creating a mechanism for cooperation between local institutions and bodies and NGOs within a cross-sectoral platforms that govern the delivery of services in each sector.
5. Identifying technical gaps in policies and procedures for each service sector and formulating strategic plans according to the sectoral needs.



Projects & Programs

Development of the Local Economy

Life Bakeries

The project aimed at contributing to cover the daily bread needs of families affected by the conflict, in accordance with the increasing number of IDPs.

In which, it was established two bakeries and maintained another two bakeries according to the following sequence:

- Aleppo – Kafr Naha with a capacity of 10 tons.
- Hama – Madiq Castle with a capacity of 5 tons.
- Idleb - Bennsh with a capacity of 15 tons.
- Idleb - Khan Shaykun with a capacity of 10 tons.

About the Project



Duration of implementation
4 months



257,180
Direct beneficiaries
(local community)



81
Direct beneficiaries
(workers)





Projects & Programs

Project Outcomes:

1. Supply and operation of two bakeries producing approximately 20,000 bread packets per day.
2. Rehabilitation of two bakeries producing about 30,000 bread packets daily.
3. Rehabilitation of the infrastructure necessary for the operation of bakeries at the four implementation locations.
4. Finding 81 job opportunities for bakery workers (technicians and guards).
5. Providing bakery with operational materials for one production cycle according to the production capacity of each bakery.



Projects & Programs

Basic Services

Our cities are cleaner



The project aimed at:

1. Enhancing the role of local councils in providing services through the creation and application of cost recovery systems.
2. Increasing community awareness of the importance of compliance with cost recovery systems and their reflection on service reality.
3. Building the capacity of local councils in order to enable them study the reality, formulate plans and provide services to the community.
4. Establishing the concept of recycling in local communities and its importance in economic and cultural progress.
5. Involving the community in the decision-making process through community dialogue sessions.

About the Project



Duration of implementation

3 months



460

Direct beneficiaries





Projects & Programs

Project Outcomes:

1. Conduct a field survey report showing the reality of the waste management service at the implementation locations and the extent to which the community can comply with the cost recovery systems.
2. Develop a detailed study of the reality of landfills, equipment and existing cadres and then access to the recycling phase.
3. A fair system allocates the costs of recovery according to specific segments that have been developed with the participation of the actors and stakeholders at each point of implementation.
4. Training 75 members of the local councils on the cost recovery system and its implementation mechanism.
5. Contribute to raising awareness through awareness campaigns that include the distribution of 25,000 brochures and 50 mural paintings and field activities. With the aim of advocating the idea of recycling in addition to complying with the times of throwing garbage and the cost recovery systems.
6. To promote community participation through 10 dialogue sessions discussing best practices, partnerships and experiences exchanged between the public and private sectors in waste management and recycling.
7. To organize cleaning campaigns with the participation of school students in the targeted areas after holding a number of awareness campaigns in the targeted schools.

Projects & Programs

Development of the Local Economy

Enhancing the Livelihoods of Women and Youth «livelihood projects»

The project aimed at building the capacity of affected persons and enhancing their access to the labor market.

It worked at building the skills of Syrian youth and women through training courses in administration and vocational work, including the following:

- Administrative and Life Skills - Manufacture of Dairy and Cheese - Tailoring of Men's Clothes - Tailoring of Women's Clothes - Hairdressing - Manufacture of Desserts - Manufacture of Food - Maintenance of Solar Panels and Inverters - Maintenance of Computer and Cell Phone

Once trained the beneficiaries will be provided with a small grant in order to implement a business project, suited to the training received putting their skills into practice.

About the Project



Duration of implementation
4 months



440 Direct beneficiaries



80 Indirect beneficiaries



Project Outcomes:

1. Conduct a report on field studies to analyze the reality of the labor market, the most important goods and products needed by the region and points of import and export, addressing all the problems expected.
2. Building the capacity of 80 persons (M/F) at the personal and professional levels and enhancing their access to the labor market.
3. Provide 80 grants to trainees so that they can start their own projects and achieve self-sufficiency and not rely on relief.

Projects & Programs

Protection of Property Rights for Refugees and Displaced Persons (HLP)

Workshops

The project worked to support the protection of property rights for Syrian refugees and displaced persons by emphasizing the importance of preserving immovable property rights, preventing the authorities from exploiting legal chaos and seizing private property of Syrian displaced persons who are unable to preserve their property.

About the Project



Duration of implementation
24 months



Refugees &
Displaced Persons



Syria: Aleppo - Idleb – Hama
Turkey: Gaziantep

Projects & Programs

Project Outcomes:

1. Conducting legal studies on the real estate and property situation in Syria and the impact of procedures and laws on property rights for refugees and displaced persons.
2. Increasing community awareness of the importance of protecting property rights for refugees and displaced persons in Syria.
3. Defining the mechanism for registering and claiming property rights.
4. Governance of institutions and building capacities of key stakeholders of the project "Protection of property rights for refugees and displaced persons" (directorates - local councils - civil society organizations).
5. Documentation of real estate and property rights for refugees and IDPs through an electronic platform, in accordance with the international standards in the preservation of evidence and proofs.



Projects & Programs


Women Empowerment

Empowering Women to Participate




This project sought to work with and for women by building their capacities in terms of personal, financial and administrative skills and empowering their participation in public life. As well as, it worked to overcome barriers to the development of Syrian women and contributed to the promotion and empowerment of Syrian women by supporting women's associations in north-west Syria.

About the Project



Duration of implementation
8 months



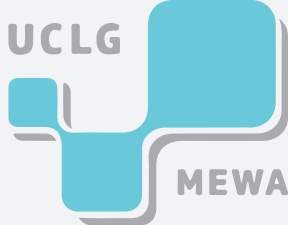
280
Beneficiaries
(M/F)



Project Outcomes:

1. For the continuity of the project, we established a Women's Union and the Women Committee which consists of some members of the associations.
2. Develop the policies and procedures, the administrative structure and the internal regulations governing the work of associations.
3. Training 140 Syrian women of associations and building their capacities at different fields.
4. Strengthen the strategic planning and enable the associations to formulate and build values, vision, mission and objectives.
5. Establishing an electronic platform that includes all training materials to share best practices and experiences among associations.
6. Strengthening engagement with local communities through dialogue sessions that discuss issues of women and communities.
7. Develop and implement seven livelihood projects, by members of associations, with the aim of generating and securing income.
8. Establishing a kindergarten within the centers of associations to secure a safe environment for children and provide educational activities so that their mothers can attend all activities and trainings.

Success Partners



Partners for Development



Local Development Organization

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