SYDF
صندوق التنمية السوري
SYRIAN DEVELOPMENT FUND

Quarterly Performance Report

1st Quarter 2026

Today, we move from building foundations to making impact

Introduction

This report comes within the context of a critical stage **in the recovery path** of the Syrian Arab Republic, where accumulated challenges require more integrated and effective financing approaches capable of linking humanitarian priorities with sustainable development and strengthening resilience over the medium and long term

In this context, the **Syrian Development Fund** plays a pivotal role as a **national platform** for mobilizing resources and directing them toward priority-based interventions, ensuring tangible development impact, **enhancing the efficiency of resource allocation, and supporting stabilization and recovery efforts**

This report highlights the progress achieved during the first quarter of 2026, which **represented a foundational phase focused on establishing institutional and operational frameworks** and strengthening the Fund's readiness to **transition into implementation phase**, in line with international best practices in the management of development funds.

Executive Summary

The first quarter of 2026 marked a strategic establishment phase for the Syrian Development Fund, during which institutional foundations were laid, operational frameworks were developed, and a multi-sector development program portfolio was built in preparation for the implementation phase

During this period, the Fund achieved tangible progress across several areas:

83 Millions USD ▶ **41** Millions USD

Registered donations and financial pledges

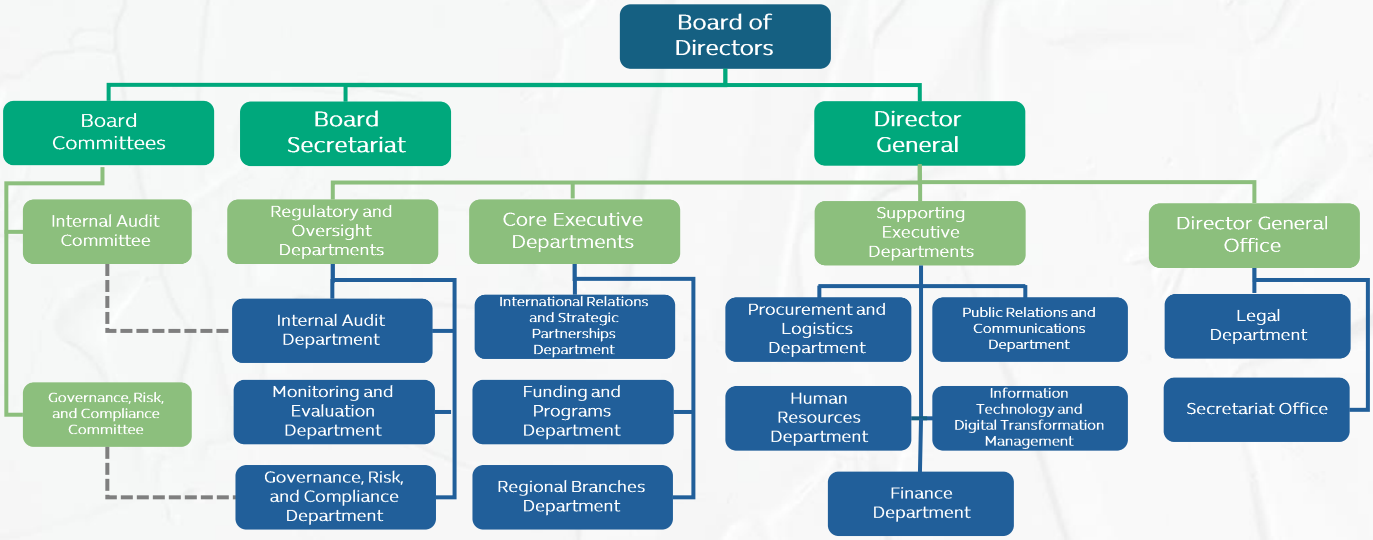
Actual collections

- Development of an initial portfolio of funding-ready programs and projects
- Establishment of strategic partnerships paving the way for the implementation of more than 45 development initiatives

This progress reflects:

1. The Fund's transition from the institutional establishment phase to implementation readiness.
2. Enhanced capacity to convert financial resources into development interventions with direct and sustainable impact

Organizational Structure



Development Context

According to the National Recovery Priorities Statement, Syria today faces one of the world's most severe humanitarian and development crises.

+15 M

People in need of assistance to cover their basic needs

+800 Billion$

Accumulated economic losses

In terms of poverty and unemployment, more than 80% of the population lives below the poverty line, while the overall unemployment rate exceeds 50%, with youth unemployment surpassing 60% — figures that warn of the loss of an entire generation of Syrian productive potential unless investment in recovery is rapid and purposeful.

With regard to food security, twelve million people suffer from food insecurity amid a sharp decline in agricultural productive capacity.

In the health sector, more than half of hospitals and primary healthcare centers are operating below capacity or are completely out of service, while nearly one-third of qualified medical and nursing personnel have permanently left the healthcare sector.

In education, more than two million children are out of school, with a shortage of over forty thousand teachers.

In terms of infrastructure, more than one-fifth of housing units have been damaged or completely destroyed, while more than half of water supply and sanitation networks are out of service. Amid this reality, six million refugees outside Syria and seven million internally displaced persons continue to await conditions that would enable their safe and dignified return.

The Syrian Development Fund believes that financing alone does not create recovery; rather, recovery is driven by people when they participate in shaping its course. The Fund's philosophy is based on the principles of national priorities and evidence-based needs, whereby every financing decision should reflect the genuine priorities of the people, in accordance with the following methodology:

- **Direct Engagement**
  Regular field meetings with affected communities to identify actual needs and priorities
- **Full Transparency**
  Publishing detailed reports on projects and expenditures accessible to beneficiary communities.
- **Grievance Mechanisms**
  An open channel enabling any affected individual to report implementation issues or exclusion concerns
- **Institutional Feedback**
  Linking field meeting reports to the program design cycle and the adjustment of priorities

Key Achievements During the First Quarter

1 Building the Institutional and Operational Framework

- Developing and adopting the Fund's organizational and operational frameworks
- Approving policies governing financial, administrative, and operational aspects

2 Program Portfolio Development

- Designing an initial package of multi-sector development programs
- Preparing projects ready for financing and immediate implementation
- Aligning programs with national recovery priorities and community needs

3 Enhancing Operational Readiness

- Completing the technical requirements for launching the first funding allocation cycle
- Identifying priority sectors (health, education, livelihoods, and infrastructure) Developing project selection tools based on impact and efficiency criteria

Programs and Interventions

During the first quarter of 2026, the Syrian Development Fund focused its efforts on designing integrated development programs and interventions across nationally prioritized sectors, through an approach that links humanitarian response with recovery and sustainable development pathways. This included the development of implementation-ready projects based on clear criteria related to readiness and impact, while ensuring cross-sectoral integration that enhances the effectiveness of interventions.

During the second quarter the Syrian Development Fund is transitioning into the implementation phase through the launch of its first funding allocation cycle, in line with the approved operational plans. This will enable the commencement of priority projects while simultaneously strengthening governance and expanding partnerships and funding sources.

	2026					
	1st Quarter			2nd Quarter		
Task/Activity	Jan	Feb	Mar	Apr	May	Jun
Identifying needs and target sectors	✓	✓	✓			
Technical meetings with priority sectors		✓	✓	✓		
Preparing the inputs, projects, and final proposal			✓	✓	✓	
Official announcement and signing of agreements						✓
Starting to implement projects						✓

Strategic Partnerships

As part of expanding its partnership base and maximizing development impact, the Syrian Development Fund signed a cooperation agreement with the **Syrian-Saudi Business Council**, establishing a platform for activating a range of development initiatives across several vital sectors, including **health**, **education**, **training** and **capacity building**, and **economic empowerment**. This cooperation resulted in the identification of **more than 45 initiatives**, reflecting a strategic direction toward developing integrated interventions that respond to development priorities, support recovery pathways, and promote knowledge transfer, in partnership with Saudi government entities and a number of Syrian ministries and institutions. This partnership is expected to accelerate the implementation of programs, expand the scope of interventions, and strengthen integration between financing and development investment tools, thereby supporting the achievement of sustainable impact at the community level..

Financial Performance

Since its establishment on 4 September 2025 through the end of the first quarter on 31 March 2026, the Syrian Development Fund has achieved strong financial performance, reflecting a high level of donor confidence and commitment. The following are the key financial indicators during this period:

83 Millions USD

Total pledges and donations registered through the Fund's official platform

+41 Millions USD

Total funds collected as of 31 March 2026, through local banks, electronic applications, and donation platforms

46 %

Collection rate of registered pledges

No project expenditures were recorded during the reporting period, as it represented an establishment phase focused on project preparation and program design in preparation for the launch of implementation during the upcoming period.

Overview of Donations and Pledges During the Period: 4 September 2025 – 31 March 2026

The table below details donations and balances collected by organization and in different currencies:

Entity	USD	SYP (Old)	EUR	TRY	SAR
Qatar National Bank – Syria	22,271,450	3,029,548,000	151	—	—
Central Bank	5,338,720	718,105,800	2,610	1,275	—
Sham Cash Application	5,130.98	1,519,700	—	—	—
Al Baraka Bank – Syria	2,962,109	21,760,252,139	615	—	—
Cham Bank	218,968	22,101,423,000	—	—	—
Bemo Bank	4,822,765	5,573,112,831	1,150	—	500
Donations through Electronic Payment Platforms	813,563	—	—	—	—
Total	**36,432,706**	**53,183,961,470**	**4,526**	**1,275**	**500**

The following table also presents the collections received from the principal pledgers during the 1st quarter of 2026

Name	Pledge Amount	Paid During Q1	Paid by End of Q1	Remaining Amount	Currency
Al-Khayyat Family	25,000,000	3,500,000	21,000,000	4,000,000	USD
Tariq Mohammad Ghurra	130,000	130,000	130,000	0	USD
Loyal Company	1,200,000	400,000	1,200,000	0	USD
Ahmad Abdul Ghafoor – Zumurrud Trading Company	150,000	150,000	150,000	0	USD
Al-Ashrafi Family	1,100,000	700,000	700,000	400,000	USD
Mohammad Hassan Al-Salloum	1,000,000	290,000	790,000	210,000	USD
Mousa Al-Omar	50,000	50,000	50,000	0	USD
Zabdiya Family – Bani Group	100,000	50,847	50,847	49,153	USD
Nour Al-Adawi	250,000,000	250,000,000	250,000,000	0	Old SYP
Ghazwan Trabishi	100,000,000	30,000,000	60,000,000	40,000,000	Old SYP
Al-Maasarani LLC – MAPCO	100,000,000	40,000,000	100,000,000	0	Old SYP

Financial Performance

The following table presents pledgers with outstanding financial commitments, whether fully or partially unpaid, for amounts equivalent to or exceeding USD 100,000, reflecting existing opportunities to enhance collections

Name	Nature of Amount	Pledge Amount	Currency
Auction of Vehicles of the Former Regime	Pledge	20,000,000	USD
Wafik Saeed	Pledge	10,000,000	USD
White Room Holding Group	Pledge	1,000,000	USD
Ahmad and Omar Hamsho	Pledge	1,000,000	USD
Al-Mahamid Tribe	Pledge	1,000,000	USD
Tariq Majhol	Pledge	300,000	USD
HESCO Engineering Consultancy Company	Pledge	250,000	USD
Al-Jajah Group for Industry and Trade	Pledge	201,000	USD
Diaa Qaddour	Pledge	200,000	USD
Al-Badawi Family	Pledge	150,000	USD
Rahma Around the World	Pledge	100,000	USD
Shaher Marwan Al-Mawsili	Pledge	100,000	USD
Mohammad Haj Othman	Pledge	100,000	USD
Mohammad Al-Othman	Pledge	100,000	USD
Abdullah Wasim Mustafa AL-fahl	Pledge	100,000	USD

Financial Performance Analysis

1

The above tables provide a comprehensive overview of the Fund's performance during the first quarter of 2026. The financial indicators demonstrate a clear ability to mobilize financial resources from multiple sources, supported by a high level of donor confidence and diversified funding channels.

2

The 46% pledge collection rate also reflects a solid level of commitment from pledgers, while highlighting clear opportunities to strengthen follow-up and collection mechanisms during the coming periods. This would contribute to enhancing financial liquidity and supporting the Fund's transition into the actual implementation phase of projects.

3

At the same time, despite the strength of financial inflows, there is a noticeable concentration of funding sources among major donors. This represents an area that requires attention through broadening the donor base and diversifying funding sources to ensure financial sustainability over the medium and long term.

Overall, these indicators confirm that the Fund is in a strong financial establishment phase, paving the way for a more effective implementation stage with direct development impact in the periods ahead.

Governance and Compliance

During the first quarter of 2026, the Syrian Development Fund continued strengthening its governance and compliance framework in a manner that enhances transparency and institutional oversight. The period witnessed the completion of the Fund's overall regulatory framework and the updating of its institutional structure, alongside the development and adoption of a set of core policies and procedures governing financial, administrative, and operational aspects. The Fund also continues to strengthen its risk management and compliance systems to ensure greater operational efficiency and alignment with international best practices.

Human Resources

During the first quarter of 2026, the Human Resources team focused on building the Fund's organizational structure through filling several key positions, thereby enhancing operational readiness for the upcoming phase.

The appointments included leadership and operational positions across various departments and administrative units.

Challenges and Risks

Despite the progress achieved, the Fund continues to face a number of challenges, most notably:

Challenges

- **Variations** in the pace of financial pledge collections
- **Complexity of the operational environment** in certain areas
- **Limited availability of updated data** in some sectors
- **Insufficient flexibility** within the legal environment due to outdated legislation and the lack of alignment with the phase of openness in new Syria
- **Exchange rate instability** and related fluctuations affecting financial planning and the efficiency of project implementation

The Fund is addressing these challenges through the following measures:

Measures

- **Strengthening engagement** with donors and improving collection mechanisms
- **Adopting** a phased implementation approach
- **Developing data systems** to support decision-making
- **Adapting risk management tools** to address legal changes and exchange rate fluctuations

Digital Transformation

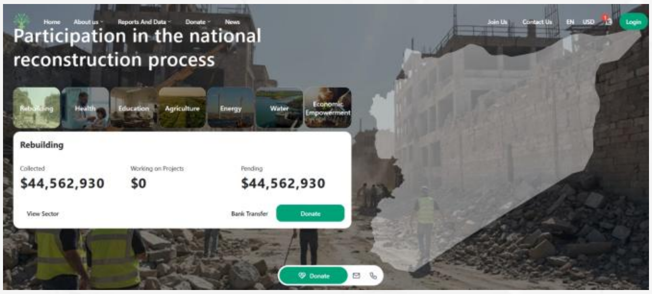
The first quarter of 2026 witnessed a progress in the Fund's digital transformation track, contributing to enhanced operational efficiency and business continuity within the Syrian Development Fund.

Efforts also focused on **strengthening the technical infrastructure** and developing digital tools that support operations and institutional communication, thereby improving operational readiness and transparency.

The SYDF also worked on **upgrading its website** by introducing new features that enhance **transparency** in tracking financial activity, as well as enabling the tracking of donation campaigns and projects.

In parallel, efforts continued toward developing **an Enterprise Resource Planning (ERP) system** and identifying best practices aligned with the Fund's future needs, while simultaneously improving the technical environment and enhancing operational readiness.

These efforts also included **supporting community-oriented digital initiatives through strengthening the technical infrastructure of national volunteer platforms** and enhancing integration with relevant electronic systems



Media Presence and Official Visits

During the first quarter of 2026, the Fund focused on strengthening its media presence and enhancing its institutional communication framework, contributing to greater transparency and stronger trust with partners and the public. In this context, a media campaign titled "**Because It Deserves**" was launched through extensive coordination with media offices across ministries and public institutions, in addition to establishing media partnerships with banking institutions and telecommunications companies. The campaign also engaged journalists and influential public figures with the aim of expanding its reach and amplifying its impact..

The table below presents the key entities with which coordination took place:

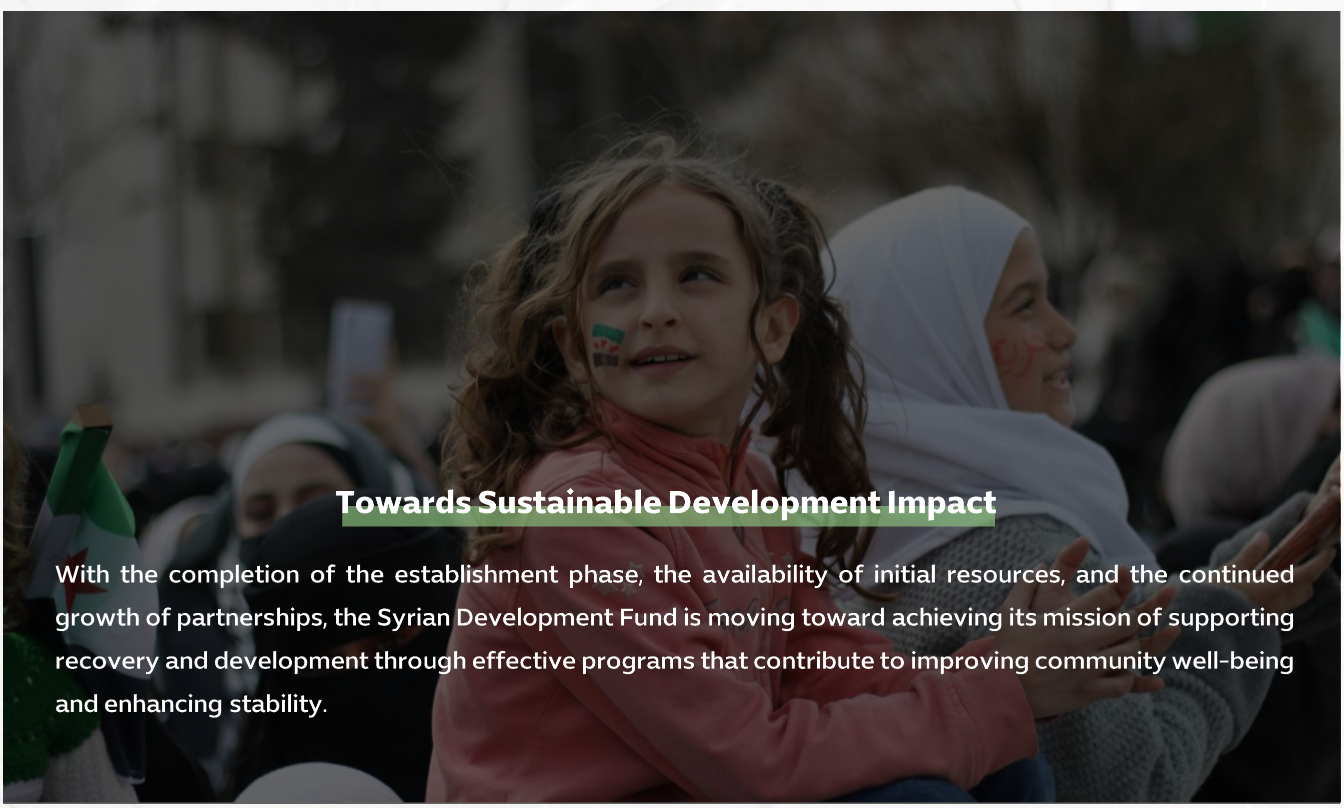
Entity
International Finance Corporation (IFC)
United Nations Development Programme (UNDP)
United Nations Human Settlements Programme (UN-Habitat)
United Nations High Commissioner for Refugees (UNHCR)
Saudi Fund for Development
German Agency for International Cooperation (GIZ)
Saudi Social Development Bank
Ambassadors of diplomatic missions operating in Syria (Turkey, France, Italy)
Islamic Organization for Food Security
Syrian Business Councils (American, British, Saudi, Turkish)
ACSAD Organization
Enable Organization
Friedrich Naumann Foundation

Future Directions

During the upcoming phase, the Syrian Development Fund will focus on **transitioning effectively into the implementation stage** through the **launch of its first funding allocation cycle**. This cycle represents a complementary milestone following a series of extensive preparatory measures and coordination meetings conducted with relevant ministries and entities, aimed at accurately identifying priority needs through a **participatory approach**. This will enable the allocation of available resources toward priority programs and projects within **an integrated coordination framework** and according to **clear impact- and efficiency-based criteria** .In this context, the Fund will commence the implementation of a number of development interventions in vital sectors, ensuring the achievement of tangible results on the ground within a carefully planned timeframe.

In parallel, the Fund places particular emphasis on enhancing the **efficiency of financial resource management** by working to **increase the collection rate of outstanding pledges and by strengthening follow-up and coordination mechanisms with donors**, thereby helping secure stable financial flows that support continuity of implementation.

The SYDF also seeks to **expand its strategic partnership** base by engaging with additional donors and development institutions, further strengthening its capacity to mobilize resources and broaden the scope of its interventions. This will take place alongside efforts to **enhance cross-sector integration**, ensuring the design and implementation of interconnected programs that deliver more comprehensive and sustainable development impact while supporting the broader recovery and stabilization process.



Towards Sustainable Development Impact

With the completion of the establishment phase, the availability of initial resources, and the continued growth of partnerships, the Syrian Development Fund is moving toward achieving its mission of supporting recovery and development through effective programs that contribute to improving community well-being and enhancing stability.