



STRATEGIC PLAN

2027–2030

Fostering community resilience across Syria,
Türkiye and Lebanon.



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01 · INTRODUCTION

A plan for inclusive, just and resilient communities

Emissa presents its Strategic Plan for 2027–2030 at a time of significant regional and global challenges to sustaining peace, good governance, and social and economic stability, particularly in conflict-affected communities.

These dynamics call for more inclusive and effective models of intervention: models that strengthen community participation, reinforce social justice and empower the groups most able to drive positive change, especially youth and women.

Investing in local capacities, strengthening accountability and ensuring equitable access to resources, services and opportunities are the foundations of resilient communities. Local institutions need support to become more adaptable, responsive and participatory so they can lead recovery in a sustainable way.

This plan sets a clear pathway for Emissa to consolidate its role as a leading organization in community development, local initiative support and the strengthening of local actors, so that youth and women play a central role in peacebuilding, social cohesion and long-term development.

Our approach is people-centered and participatory: the voices, needs and aspirations of communities stay at the heart of planning, implementation and evaluation.

OUR CORE PRINCIPLES



Rule of law and equitable local governance



Participation of women and youth in decision-making



Sustainable development rooted in community capacities



Impactful partnerships that scale positive outcomes

THIS PLAN AIMS TO

1

Define Emissa's strategic direction for the next four years and guide interventions by clear development priorities.

2

Deepen our impact on sustainable peace, social and economic empowerment, and community resilience.

3

Expand our role in empowering youth and women as key partners in reconstruction, stability and local development.

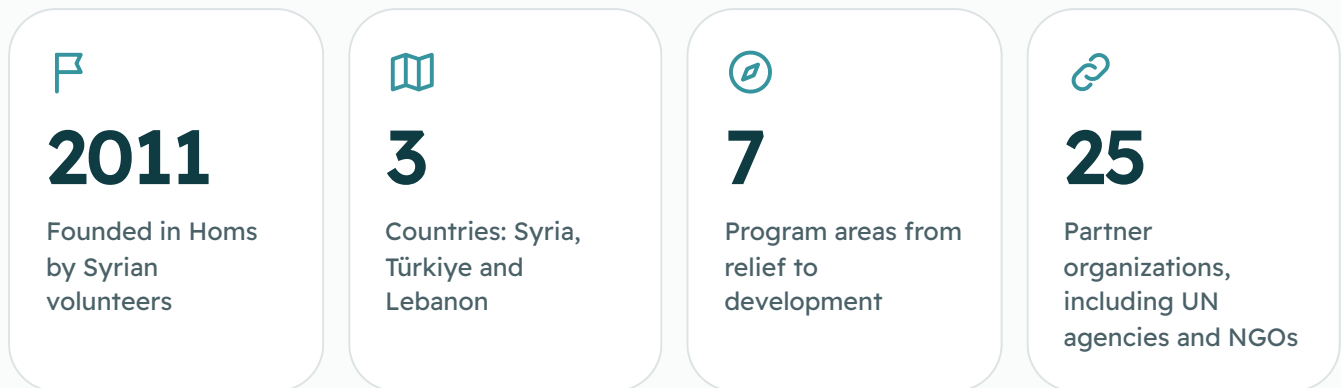
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Advance our institutional capacities for greater professionalism, adaptability and preparedness.

02 · EMISSA AT A GLANCE

Rooted in community since 2011

Emissa grew from a group of Syrian volunteers in Homs who believed that every person deserves to live with dignity. Today we work through three registered entities with one mission: to empower people and build resilient, sustainable communities.



OUR JOURNEY



THREE COUNTRIES, THREE REGISTERED ENTITIES, ONE MISSION



03 · HOW WE BUILT THIS PLAN

Grounded in evidence and community voices

The plan was developed through an inclusive, evidence-based and participatory process over several months, combining consultations, research, institutional learning and field insights across Syria and Türkiye.



01

External consultations

Interviews, focus group discussions and online surveys with stakeholders across Syria and Türkiye.



02

Internal consultations

Structured reflection with program, MEAL, protection and community engagement teams.



03

Learning review

Achievements, challenges and lessons from our previous programs.



04

Targeted analyses

Studies on emerging themes that shape where we add value.

WHO WE CONSULTED

Local authorities

Community leaders

Civil society

Youth groups

Women's groups

Partner NGOs

Technical experts

THEMES WE ANALYSED

Social cohesion

Local governance

Digital inclusion

Climate-related vulnerabilities

Peacebuilding

Women's empowerment

Youth engagement

External consultations let stakeholders highlight priorities, identify gaps and shape our direction. Internal reflection captured operational lessons, assessed institutional strengths and challenges, and identified where capacity must grow.

The learning review and thematic analyses ensured the plan is built on solid evidence, aligned with national and regional trends, and responsive to the needs of youth, women and vulnerable groups.



The result is a shared vision and a clear roadmap for strengthening Emissa's impact at local and regional levels.



PART A

Our Context

Where we work, what we have learned, and the evidence that shapes our choices for 2027-2030.

04 Our Operating Environment

05 Evidence from Our Research

06 Lessons from the Previous Cycle

04 · OUR OPERATING ENVIRONMENT

Three forces shaping recovery

Across Syria, Lebanon and Türkiye, communities live with the lasting impacts of conflict, displacement and migration: social fragmentation, disrupted livelihoods, weakened local institutions and limited participation in recovery.



DISPLACEMENT

An integration gap

Displaced people, returnees and host communities face socio-economic and social integration gaps. Ongoing displacement and migration pressures demand coordinated action that builds resilience and self-reliance.



TECHNOLOGY & ECONOMY

Opportunity and exclusion

Digital innovation can widen access to information and services, but risks deepening inequality if women, youth and displaced groups are left out. Unemployment and shrinking opportunity strain host communities.



INEQUALITY & GENDER

Barriers to participation

Women, youth and marginalized groups face barriers to education, livelihoods and decision-making. These entrenched inequalities threaten cohesion and sustainable development.

Conflict and fragility remain key obstacles to rebuilding resilient societies. Large populations live in precarious conditions due to displacement, loss of livelihoods and limited social support.

Women face disproportionate barriers to employment, education and leadership; youth are pivotal to resilience yet too often excluded. When both are engaged as leaders in planning and implementing local initiatives, recovery reflects the priorities of those most affected.

The widening gap between marginalized and more privileged groups makes equitable, participatory approaches essential: recovery must be designed with, and for, the people it serves.

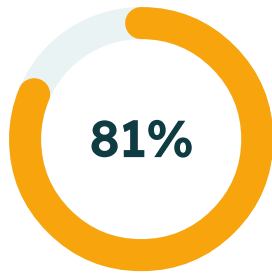
WHAT THIS MEANS FOR EMISSA

-  Community-led recovery and local capacity building at the core of every program
-  Youth and women engaged as leaders, not only as beneficiaries
-  Livelihoods, skills and entrepreneurship that reduce aid dependency
-  Social cohesion and inclusive participation in decision-making

05 · EVIDENCE FROM OUR RESEARCH

What communities are telling us

Our Research and Studies department runs needs assessments and field analyses that guide every intervention. Recent findings underline why economic recovery, youth engagement and an end to aid dependency are at the centre of this plan.

**of surveyed young Syrians**

described Syria's economic situation as "very bad".

Survey of 7,433 youth aged 18-35, inside Syria and in host countries (2025)

**of families in northwest Syria**

rely solely on humanitarian aid.

Comprehensive report on the humanitarian and field situation in northwest Syria (2024)

THE SCALE OF OUR LISTENING**7,433**

young people surveyed with IDIL, EPISA and Rouya

240

youth in 12 focus groups on post-liberation Syria

OUR RECENT PUBLICATIONS

-  Syrian Youth: Current Economic Realities and Return Challenges (2025)
-  Youth in Post-Liberation Syria (2025)
-  Humanitarian and Field Situation in Northwestern Syria (2024)
-  Water Crisis in Northwest Syria (2024)

KEY INSIGHT

Aid alone cannot carry communities forward. The evidence points to livelihoods, skills and local leadership that let people rebuild on their own terms.

06 · LESSONS FROM THE PREVIOUS CYCLE

Building on what worked

In the previous strategic cycle, Emissa expanded its geographic and thematic reach and strengthened local actors, while learning where we must invest further.

WHAT WE ACHIEVED



Livelihoods and recovery

Livelihood support and community-led recovery projects helped families navigate displacement and post-conflict recovery.



Youth and women empowerment

Initiatives built skills and leadership so youth and women could contribute to rebuilding their communities.



Social cohesion

Cohesion activities and participatory development strengthened local ownership and trust.



Wider reach

A diverse portfolio addressed urgent needs while promoting long-term resilience across three countries.

HOW WE GREW AS AN ORGANIZATION



Financial systems

Stronger financial management and controls.



Standard procedures

Standardized operational procedures across teams.



Monitoring

Better monitoring and reporting of program impact.

These measures let Emissa adapt rapidly to changing conditions and keep operations running even in highly challenging environments.

WHERE WE WILL IMPROVE



Measuring long-term impact

Measuring the long-term impact of recovery and empowerment programs remains complex. We will invest further in monitoring, evaluation, accountability and learning (MEAL) systems and in tools that capture outcomes at community and institutional levels.



PART B

Our Direction

Who we want to be by 2030, the goals we commit to, and how our work connects to the Sustainable Development Goals.

- 07 Vision, Mission and Values
- 08 Strategic Framework
- 09 Theory of Change
- 10 Goal 1: Empowered Communities
- 11 Goal 2: Resilience and Well-Being
- 12 Programs and SDG Alignment

07 · VISION, MISSION AND VALUES

What guides us

OUR VISION

Resilient, inclusive and empowered communities thrive across Syria, Lebanon and Türkiye, where women, youth and marginalized groups take part in social, economic and civic life, and local communities lead their own recovery and sustainable development.

OUR MISSION

To support communities affected by conflict, displacement and migration through participatory, community-led programs that:

- Promote social cohesion, resilience and inclusive recovery
- Empower women and youth to lead community development
- Strengthen local capacities and governance for locally owned solutions
- Ensure equitable access to resources, services and opportunities

OUR VALUES



Inclusivity

Meaningful opportunities for everyone, especially women, youth and marginalized groups, to take part in recovery and development.



Resilience

Helping communities adapt, recover and thrive in the face of conflict, displacement and socio-economic challenges.



Empowerment

Building the capacities of communities, local actors and individuals to lead and sustain positive change.



Integrity

Transparency, accountability and ethical standards in every intervention and organizational process.



Collaboration

Working with local, national and regional partners for greater impact and shared ownership of results.



Innovation

Adaptive, context-sensitive approaches that address complex challenges and seize new opportunities.

08 · STRATEGIC FRAMEWORK

One vision, two goals, six objectives

The framework connects our vision and mission to two strategic goals and six objectives, supported by four organizational enablers and one cross-cutting commitment.

VISION

Resilient, inclusive and empowered communities that lead their own recovery and sustainable development.

MISSION

Supporting communities affected by conflict, displacement and migration through participatory, community-led programs.

**GOAL 1**

Empowered Communities and Inclusive Recovery

1

Community empowerment and participation

2

Local governance and service delivery

3

Gender equality and women's leadership

**GOAL 2**

Resilience, Sustainable Livelihoods and Well-Being

4

Inclusive economic recovery and opportunity

5

Climate resilience and resource management

6

Health, well-being and community resilience



Cross-cutting commitment: Inclusion and Gender Equality

ORGANIZATIONAL ENABLERS

Innovation,
Integration and
Impact



Investing in People



Systems, Processes
and Digital
Transformation

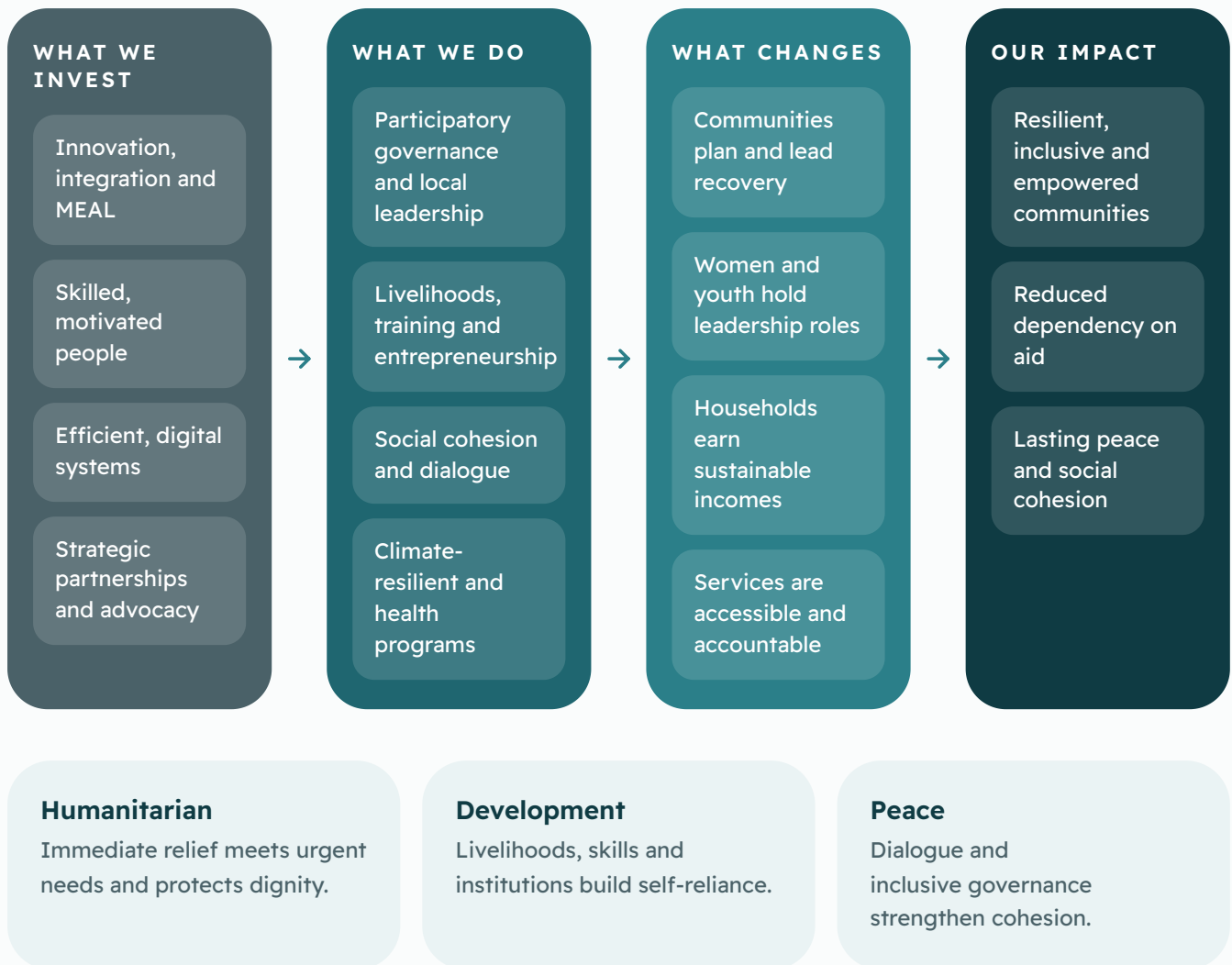


Strategic Partnerships
and Advocacy

09 · THEORY OF CHANGE

How our work leads to change

If we invest in strong organizational enablers and deliver integrated, community-led programs, then communities gain the capacities, voice and livelihoods to lead their own recovery, so that resilient, inclusive and empowered communities thrive.



KEY ASSUMPTIONS

- Access to communities remains possible across our operating areas.
- Local authorities and community structures are willing to engage.
- Partners and donors continue to invest in recovery and development.

HOW WE WILL KNOW

Our MEAL system tracks outcomes at community and institutional levels, feeding learning back into program design and the annual review of this plan.



10 · STRATEGIC GOAL 1

Empowering communities and strengthening local recovery

We will enable communities affected by conflict, displacement and migration to lead their own recovery, take part in inclusive decision-making and strengthen social cohesion, with women, youth and marginalized groups shaping development in their communities.



SO 1

Community empowerment and participation

- Inclusive platforms for dialogue and participatory decision-making between displaced people, host communities and civil society.
- Communities plan, implement and monitor locally led, context-sensitive recovery initiatives.
- Leadership programs that grow the agency and skills of youth and women.



SO 2

Local governance and service delivery

- Local institutions and community structures deliver essential services effectively, equitably and transparently.
- Accountable, participatory governance mechanisms that respond to affected populations.
- Initiatives that address grievances and ensure equitable access to resources.



SO 3

Gender equality and women's leadership

- Women's full participation in local governance, decision-making and leadership.
- Programs that tackle gender-based violence, discrimination and social exclusion.
- Gender-responsive approaches mainstreamed across all recovery programs.

CONTRIBUTES TO

SDG 3

SDG 5

SDG 10

SDG 11

SDG 16



11 · STRATEGIC GOAL 2

Fostering resilience, sustainable livelihoods and social well-being

We will help communities in Syria, Lebanon and Türkiye recover from conflict and displacement, build resilient livelihoods and improve well-being, with women and youth as key drivers of sustainable development.



Inclusive economic recovery and opportunity

SO 4

- Livelihoods, vocational training and entrepreneurship for displaced and vulnerable people.
- Local capacity to manage economic resources, run community projects and resolve disputes.
- Equitable access to jobs, income generation and markets, especially for women and youth.



Climate resilience and sustainable resource management

SO 5

- Climate-resilient initiatives that protect livelihoods and natural resources.
- Sustainable access to land, water and energy, with stronger food security.
- Communities taking part in planning for climate adaptation and resource use.



Health, well-being and community resilience

SO 6

- Access to basic health services, psychosocial support and well-being programs.
- Community preparedness for health, social and environmental risks.
- Programs that foster cohesion, mental health and quality of life.

CONTRIBUTES TO

SDG 1

SDG 2

SDG 3

SDG 5

SDG 8

SDG 11

SDG 16

12 · PROGRAMS AND SDG ALIGNMENT

From objectives to action

Each strategic objective is delivered through Emissa's seven program areas and contributes to the 2030 Agenda for Sustainable Development.

OBJECTIVES × PROGRAM AREAS

	Early recovery & livelihoods	Governance & civil society	Protection & social cohesion	Education & youth	Women's empowerment	Research & studies	Emergency response
SO1 Community empowerment	○	●	●	○	○	○	
SO2 Local governance		●	○		○	○	
SO3 Gender equality	○	○	○		●	○	
SO4 Economic recovery	●	○		●	○	○	
SO5 Climate resilience	●	○				○	○
SO6 Health & well-being			●	○		○	●

● Primary program ○ Contributing program

SUSTAINABLE DEVELOPMENT GOALS × OBJECTIVES

	SO1	SO2	SO3	SO4	SO5	SO6
1 No poverty				■		
2 Zero hunger				■	■	
3 Good health	■					■
5 Gender equality	■		■	■		
8 Decent work				■		
10 Reduced inequalities	■	■	■			
11 Sustainable communities	■	■		■	■	■
16 Peace & institutions	■	■	■			■



PART C

Delivering the Plan

The approach, capabilities and roadmap that will turn our strategy into results for communities between 2027 and 2030.

13 The Nexus Approach

14 Organizational Enablers

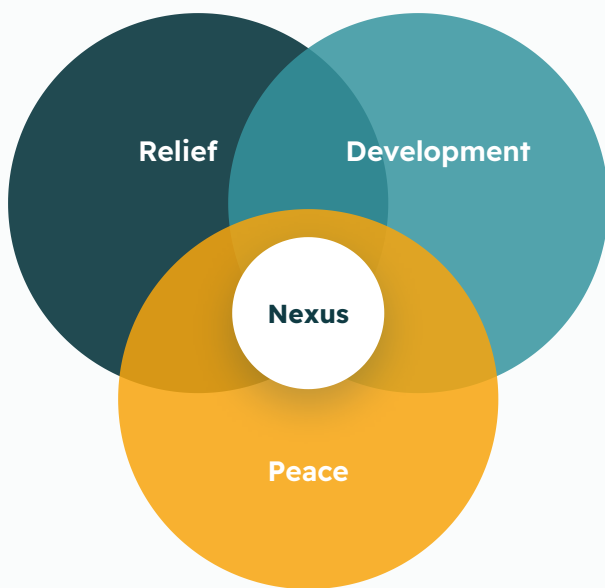
15 Integration and Innovation

16 Roadmap 2027-2030

13 · THE NEXUS APPROACH

From relief to lasting change

Relief, early recovery and development are one continuous effort: short-term aid must lay the foundations for lasting, inclusive change, while dialogue and inclusive governance build peace at community level.



1 Integration and coherence

Emergency assistance, health and protection are linked with livelihoods, education, governance and social protection, so resources reinforce each other.

2 Community-led recovery

Affected people, especially women, youth and marginalized groups, set priorities, monitor progress and sustain results beyond projects.

3 Conflict sensitivity

Interventions promote dialogue and reconciliation between displaced people, host communities and local authorities.

4 Evidence-based and adaptive

Programs adapt to context-specific data and community feedback, and share lessons across sectors.

HOW WE APPLY IT IN 2027–2030



Humanitarian–development linkages

Food, shelter and psychosocial support connected to vocational training, livelihoods and social protection, reducing dependency over time.



Stronger local governance

With local councils and civil society, inclusive and accountable structures linked to service delivery and economic recovery.



Gender and youth inclusion

Mentorship, skills, advocacy and leadership so women and youth shape local recovery and policy.



Cross-sector coordination

Joint planning and data sharing with government bodies, UN agencies, INGOs, local organizations and the private sector.



Resilience and sustainability: every intervention strengthens long-term resilience, through climate-smart livelihoods, sustainable resource management, capable local institutions or social cohesion.

14 · ORGANIZATIONAL ENABLERS

The capabilities behind our goals

Four enablers strengthen Emissa's operational capacity, program quality and effectiveness, so that our systems, people and resources are robust, resilient and fit for purpose.

**ENABLER 1****Innovation, integration and impact**

- Evidence-based, multi-sectoral program design and a shift from projects to locally owned thematic programs.
- An innovation hub to incubate ideas from youth and field staff.
- Robust MEAL tools to demonstrate results and accountability.

**ENABLER 2****Investing in people**

- A human resources strategy aligned with our mission and values.
- Competency-based performance management and continuous learning, mentorship and mobility.
- Gender-sensitive, inclusive HR that reflects the communities we serve.

**ENABLER 3****Systems, processes and digital transformation**

- Smarter, greener and more flexible ways of working.
- Digital tools that improve efficiency, transparency and accountability.
- Effective internal communication and knowledge sharing.

**ENABLER 4****Strategic partnerships and advocacy**

- Mutually reinforcing partnerships with local, national and regional actors.
- Advocacy and communications that mobilize political and financial support.
- Partnerships aligned with our priorities and focused on tangible results.

CROSS-CUTTING COMMITMENT

Inclusion and gender equality

No one left behind: we prioritize marginalized, vulnerable and conflict-affected people.

Programs target women, youth, displaced people and host communities and address overlapping inequalities.

Gender equality is mainstreamed through a dedicated gender action framework.

15 · INTEGRATION AND INNOVATION

Joined-up programs, new ideas

Complex challenges in communities affected by conflict, displacement and migration need holistic, multidisciplinary responses and the courage to test and scale what works.



INTEGRATION

Social, economic and community development components are combined to address interconnected issues: post-conflict recovery, gender inequality, youth empowerment and social cohesion.

Initiatives for women and youth, for example, combine skills development, leadership training and community engagement. Insights from the field inform policy, advocacy and strategic planning.

INNOVATION

Programs are evidence-driven, context-sensitive and flexible, so we can test new ideas, scale successful models and learn from both successes and setbacks.

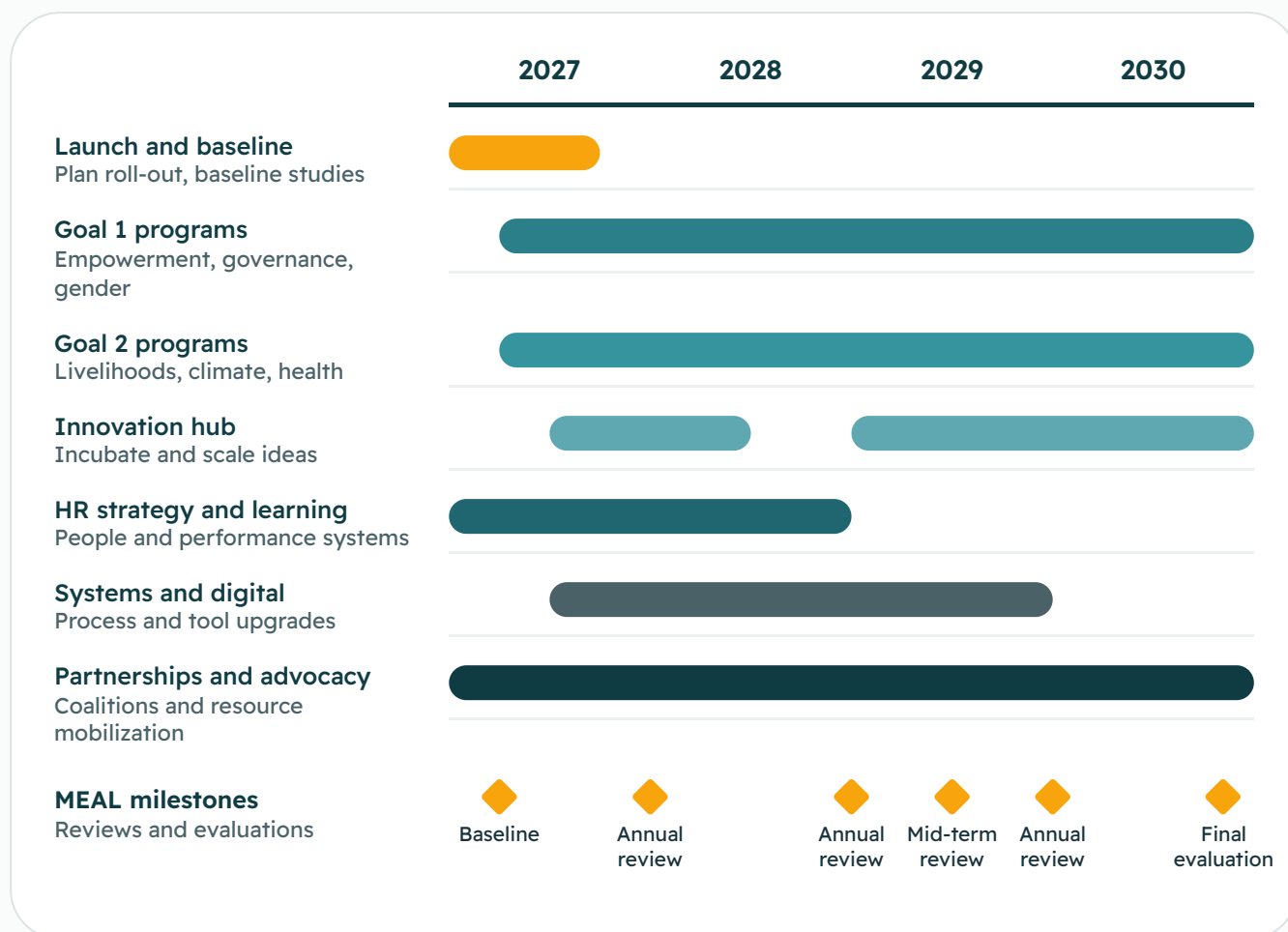
DIGITAL TOOLS TO

-  Enhance community participation
-  Improve data collection and monitoring
-  Expand access to information and services

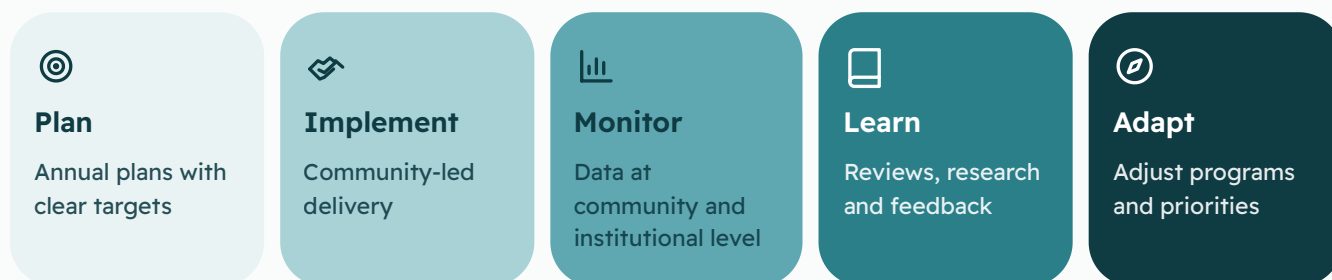
16 · ROADMAP 2027–2030

Four years, one direction

An indicative roadmap for implementing the plan. Detailed annual operational plans will translate it into activities, budgets and targets.



OUR LEARNING CYCLE





Empowering people and building resilient,
sustainable communities.



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WHERE WE WORK

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