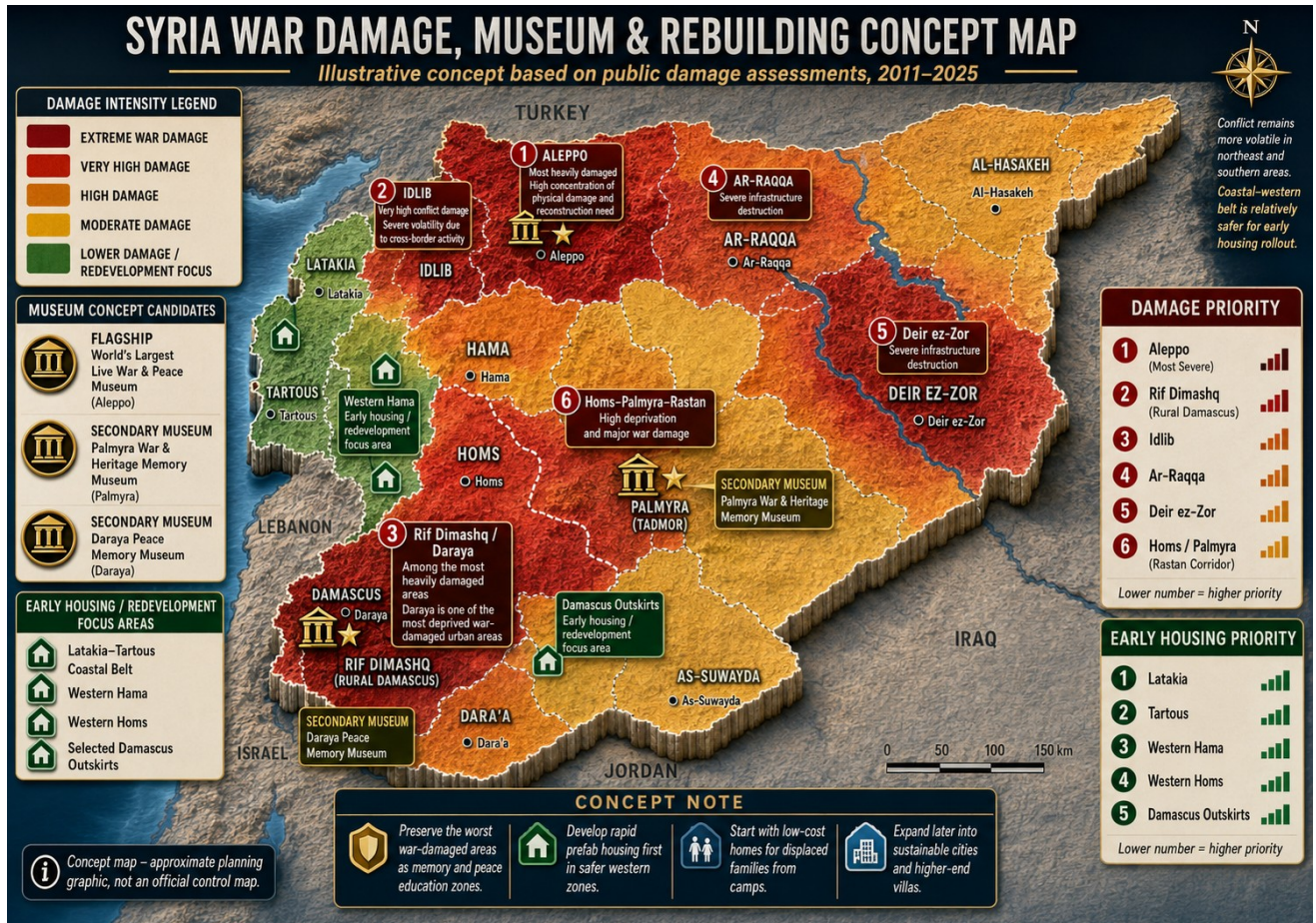


SYRIA WAR & PEACE MUSEUM

Pre-Feasibility, Visibility & Linked Source Report

A National Memory, Peace Education, Tourism & Humanitarian Recovery Concept for Syria



Concept visual: illustrative planning map, not an official control or safety map.

Prepared for concept discussion with government, humanitarian, heritage, demining, investor and tourism stakeholders.

Draft version: June 2026

Important Planning Note

This report is a concept-stage planning document. Final site selection requires security clearance, explosive ordnance survey, structural assessment, environmental assessment, community consultation, land/title verification, heritage authority approval and approval by the Government of Syria and competent local authorities.

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1. Executive Summary

The proposed Syria War & Peace Museum is a humanitarian, historical and peace-education initiative that preserves selected war-damaged areas as controlled memory zones, while directing immediate rebuilding resources to safer living areas for displaced and low-income families. The concept is not to glorify war. It is to show the real cost of conflict, protect memory, support peace education, create jobs and build a new national tourism asset linked to humanitarian recovery.

The proposal uses a two-track national recovery model:

- Track A - Memory and Peace: preserve the most heavily damaged areas as carefully secured museum zones, interpretation routes and documentary centers.
- Track B - Housing and Recovery: build rapid prefab housing, low-cost communities and later sustainable cities in safer areas with better access, climate suitability and government-supported land availability.

The strongest flagship museum candidate is Aleppo because it has the largest assessed direct physical damage and the highest reconstruction requirement among governorates. Secondary museum candidates include Rif Dimashq/Daraya, Homs-Palmyra-Rastan, Ar-Raqqa, Deir-ez-Zor and selected Idlib/heritage corridors, subject to safety, land and community approval.

The report recommends that the first 90 days focus on verification, not construction: create a joint steering committee, commission updated GIS mapping, begin explosive ordnance risk screening, shortlist 2-3 museum sites, identify safe pilot land for prefab housing, and prepare a government-level concept note and investor briefing.

2. Concept Vision

2.1 Core Idea

Create the world's largest living War & Peace Museum network in Syria: a respectful national memory landscape where selected damaged districts, buildings and routes are preserved, secured, documented and interpreted for future generations. The museum would be linked to peace education, survivor stories, rebuilding workshops, cultural heritage protection, demining awareness, guided tourism and job creation.

2.2 Mission Statement

To preserve the memory of Syria's suffering, teach the human cost of war, promote peace, and convert selected ruins into places of learning, remembrance, livelihood and responsible tourism while rebuilding safer housing for displaced families.

2.3 Guiding Principles

- Human dignity first: survivor consent, privacy and non-exploitative storytelling.
- Peace message: no glorification of weapons, factions or violence.
- Safety first: no public access before demining, structural and security clearance.
- Local benefit: jobs, training, small business space and community ownership.
- Housing first: museum zones must not delay emergency shelter and safe homes for families.
- Heritage protection: alignment with UNESCO, Syrian heritage authorities and international conservation standards.

3. Evidence Base and Linked Sources

The concept is grounded in public damage, humanitarian and heritage information. The primary quantitative source used for war-damage prioritization is the World Bank rapid assessment of physical damage and reconstruction needs for Syria's 2011-2024 conflict. Humanitarian and return data are drawn from OCHA and UNHCR sources. Cultural heritage context is drawn from UNESCO sources. Mine and explosive ordnance risk is included because public access to any war-damaged site requires specialist clearance.

Key evidence points used in this report:

- Syria's assessed direct physical damage to buildings and infrastructure is estimated at about US\$108 billion, with reconstruction costs estimated around US\$216 billion in a conservative best estimate.
- Aleppo, Rif Dimashq and Homs are the hardest-hit governorates by total estimated damage.
- Infrastructure damage is especially severe in Ar-Raqqa, Deir-ez-Zor and Aleppo as a percentage of exposed infrastructure value.
- Syria still has major humanitarian needs and significant return movement, making rapid housing and basic services essential.
- Explosive remnants of war and landmine contamination create a serious public-safety constraint for any museum, tourism or housing project.

4. War-Damage Zone Prioritization

The following prioritization is a concept-stage ranking based primarily on assessed damage scale, symbolic value, reconstruction pressure, potential for education and suitability for controlled preservation. It must be verified by updated field surveys and official government data.

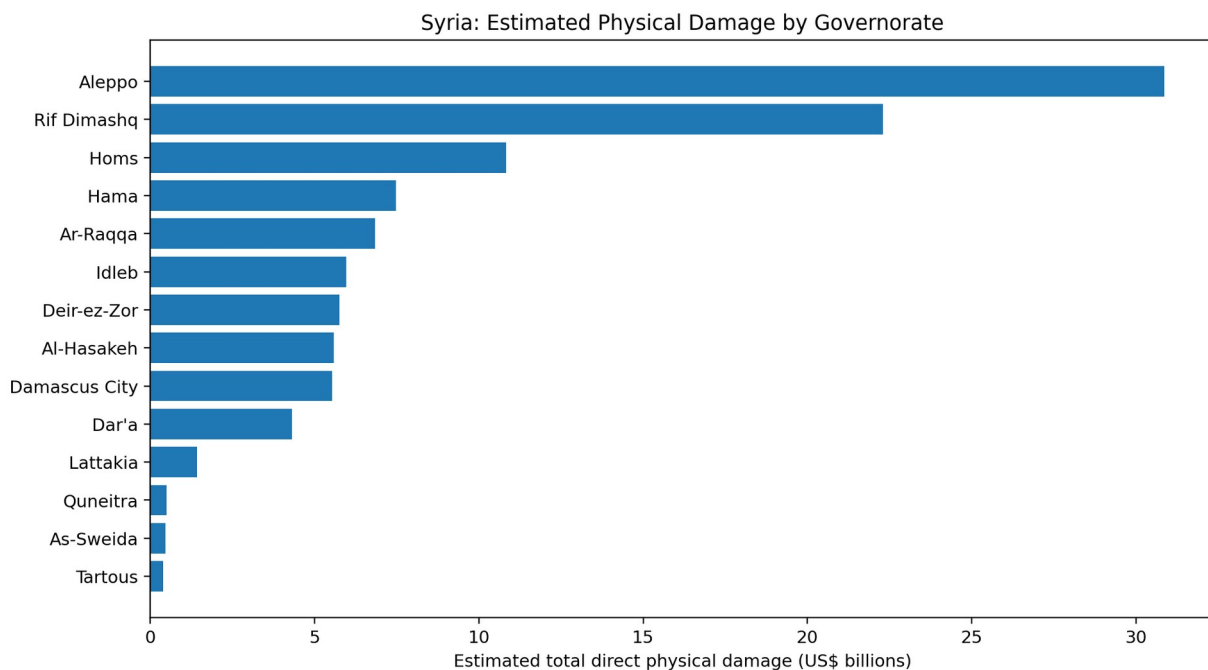


Figure: World Bank-based damage totals used for concept-stage museum-zone prioritization.

No.	Zone	Priority Type	Reason	Suggested Museum Role
1	Aleppo	Flagship candidate	Largest assessed direct damage; high symbolic, urban and heritage value.	World's Largest Live War & Peace Museum / Aleppo Memory District
2	Rif Dimashq / Daraya	Secondary candidate	Severe suburban destruction around Damascus; strong story of urban loss and recovery.	Daraya Peace Memory Museum / Damascus Outskirts Recovery Route
3	Homs - Palmyra - Rastan	Secondary candidate	Major damage and strong cultural heritage linkage, including Palmyra and Homs corridor.	Palmyra War & Heritage Memory Museum plus Homs-Rastan Civilian Recovery Route
4	Ar-Raqqa	Infrastructure destruction candidate	High infrastructure damage and strong post-conflict reconstruction story.	Raqqa Infrastructure & Urban Recovery Museum
5	Deir-ez-Zor	Eastern recovery candidate	Major infrastructure and urban damage; important eastern Syria narrative.	Euphrates Recovery & Peace Education Zone
6	Idleb / Northern heritage corridor	Careful review candidate	High damage and population sensitivity; any museum concept needs stronger humanitarian and safety review.	Small memorial/documentation center only after security and local approval

5. Candidate Museum Network

5.1 Flagship: Aleppo War & Peace Museum

Aleppo should be considered the flagship candidate because it combines the largest assessed damage, historic urban identity, industrial/economic importance, damaged residential areas, damaged public infrastructure and internationally recognized heritage value. The project should not freeze the whole city as a museum; instead, it should preserve a defined, safely controlled zone or route, while allowing normal rebuilding and economic revival elsewhere.

- Suggested format: controlled memory district, guided route, digital documentation center, survivor-story archive, viewing platforms, reconstruction training center and small business market for local families.
- Main message: what war destroys, how people survive, and how cities rebuild.
- Key condition: structural safety and explosive ordnance clearance before any public access.

5.2 Secondary: Daraya / Rif Dimashq Peace Memory Museum

Daraya and parts of Rif Dimashq may be suitable for a secondary museum focused on urban displacement, homes, schools, public services and family life. This site would be close to the capital but must be handled carefully to avoid political sensitivity and to respect private property rights.

5.3 Secondary: Palmyra War & Heritage Memory Museum

Palmyra has strong heritage value and damage history. It should not be treated as a normal ruin-tourism attraction only; it requires archaeological conservation, UNESCO alignment and strict visitor controls. A museum here could connect ancient heritage, modern war damage, cultural protection and peace education.

5.4 Additional Smaller Museums / Documentation Centers

- Raqqa: urban destruction, infrastructure failure, water, power, bridges and rebuilding.
- Deir-ez-Zor: eastern Syria recovery, river/economic corridor, infrastructure and displacement.
- Homs/Rastan: living standards, housing, services and corridor reconstruction.
- Idlib/Northwest: only after humanitarian, security, community and demining approvals; begin with digital documentation before physical tourism.

6. Safe-Area Housing and Rebuilding Strategy

The museum concept should be paired with an immediate humanitarian housing strategy. War-damaged museum areas must not become a reason to leave people in camps. The project should start with rapid, low-cost prefab housing in safer and more stable areas, then expand into sustainable towns and eventually higher-end housing/villa zones for families with payment capacity.

6.1 Candidate Early Housing Areas

Priority	Candidate Area	Reason	Due Diligence Needed
1	Latakia - Tartous coastal belt	Lower assessed damage; coastal access; potential climate/livability advantage.	Confirm land, wildfire risk, infrastructure capacity and environmental limits.
2	Western Hama	Lower relative damage compared with highest-damage zones; potential connectivity to central Syria.	Verify security, water, services, land ownership and local acceptance.
3	Western Homs / selected safe outskirts	Central location; can support families returning from camps if land and utilities are available.	Avoid damaged/contaminated sites until cleared.
4	Selected Damascus outskirts	Administrative access and job connectivity.	High land pressure; requires strict title/legal review and affordability controls.

6.2 Prefab Housing Model

- Phase 1: emergency prefab homes for displaced and camp families - basic dignity, water, sanitation, solar lighting and community kitchen options.
- Phase 2: modular community blocks - school, clinic, prayer space, market, water tank, waste management and solar micro-grid.
- Phase 3: permanent affordable housing - expandable homes, local materials, vocational employment and service connections.
- Phase 4: sustainable city and villa districts - paid housing for middle/high-income Syrians and diaspora investors to cross-subsidize affordable housing.

Potential technology partners may be sourced from China, South Korea, Japan, Taiwan, Türkiye, UAE and Europe, but selection must be based on speed, cost, insulation, fire safety, local assembly, warranty, maintenance and climate suitability.

7. Project Components and Visitor Experience

Component	Purpose
Secured Memory Zone	Fenced, monitored and structurally surveyed museum area preserving selected ruins and streets.
Peace Education Center	Classrooms, documentary theatre, digital archive, youth programs and international peace seminars.
Survivor Story Archive	Audio/video testimonies collected only with informed consent and cultural sensitivity.
Viewing Routes	Safe elevated walkways, guided bus routes, viewing decks and

	no-entry red zones.
Rebuilding Lab	Live demonstration of prefab housing, rubble recycling, solar microgrids and water systems.
Local Market	Shops for affected families, crafts, books, food, local products and heritage items.
Digital Museum	Online 3D scans, virtual tours and multilingual education for visitors who cannot travel.

8. Governance, Ethics and Safety Model

8.1 Proposed Governance Structure

- Government of Syria: policy approval, land/title verification, security coordination and national ownership.
- Museum Authority / Special Purpose Vehicle: project management, budget control, procurement and reporting.
- Heritage Advisory Board: Syrian antiquities authority, UNESCO-aligned experts, historians and conservation specialists.
- Humanitarian Advisory Board: UN agencies, NGOs, survivor groups, camp representatives and protection experts.
- Safety and Demining Board: mine-action partners, structural engineers, civil defence and security authorities.
- Investor and Tourism Board: PPP partners, hotel/transport operators, cultural tourism experts and diaspora investors.

8.2 Ethical Red Lines

- No exploitation of suffering for entertainment.
- No public access to unsafe ruins, mined areas or structurally unstable buildings.
- No forced relocation for museum development.
- No partisan messaging; the museum must be a human and peace institution.
- No display of personal stories without consent.
- Private homes, graves and religious sites require special protection and consultation.

9. Implementation Roadmap

Timeline	Phase	Main Outputs
0-90 Days	Concept Validation	Create steering committee, collect GIS/damage data, map legal land status, begin UXO and structural risk screening, prepare government concept note.
3-6 Months	Pilot Design	Select flagship and one secondary museum site; design pilot prefab housing area; prepare budget, governance model and procurement strategy.
6-12 Months	Pilot Launch	Start demining/clearance where approved; create digital archive; begin first 500-2,000 prefab homes; launch public communication campaign.
Year 2	Museum Phase 1	Open limited guided route and documentation center only in certified-safe areas; expand housing and utilities.
Years 3-5	National Network	Develop Aleppo flagship, Palmyra/Daraya/Raqqa centers, national digital museum and tourism infrastructure.

Years 5-10	Sustainable City Expansion	Link museum revenue, diaspora investment and PPP housing into sustainable cities and permanent reconstruction districts.
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10. Funding and Partnership Structure

The project should combine public authority, humanitarian grants, heritage grants, diaspora finance, PPP investment and tourism revenue. Museum operations should not take funds away from emergency housing; the structure should ring-fence housing support and require a clear social-benefit model.

Funding Channel	Use
Government contribution	Land allocation where legally available, permits, security coordination, customs support, national branding.
Humanitarian/NGO grants	Prefab housing, WASH, basic services, protection, demining awareness and community support.
Heritage grants	Conservation studies, digital documentation, archive protection, museum training.
PPP investors	Visitor center, hotels outside sensitive areas, transport, retail, restaurants, digital museum technology.
Diaspora bonds / donations	Housing fund, survivor support, schools/clinics and memorial endowment.
Museum revenue	Tickets, guided tours, education programs, shop revenue, events and international exhibitions.

11. Economic, Social and Tourism Impact

- Jobs: construction, demining support, security, guides, museum staff, translators, hotel/transport, restaurants, crafts, maintenance, IT and media production.
- Tourism: cultural, humanitarian, educational, university, diaspora and peace-tourism segments can be developed when security conditions permit.
- Education: schools and universities can use the museum to teach history, peace, reconstruction, civil protection and resilience.
- Housing: prefab rollout can reduce camp pressure and support return with dignity.
- National image: Syria can present a peace and rebuilding narrative, not only a war narrative.
- Local business: controlled visitor routes can support small shops, transport operators, local food, handicrafts, books and guided services.

The concept becomes strongest when museum income helps fund housing, education, orphan/family support, demining awareness and community livelihood programs.

12. Risk Register and Mitigation

Risk	Level	Mitigation
Explosive ordnance / landmine contamination	Very High	No access until certified clearance; partner with mine-action experts; public-risk education.
Structural collapse	Very High	Engineering survey; no-entry zones; stabilization; elevated walkways only after certification.
Political sensitivity	High	Non-partisan humanitarian language; inclusive advisory board; government and community approvals.
Community rejection or trauma	High	Survivor consultation; consent-based storytelling; mental health and protection protocols.
Land/title disputes	High	Cadastral review; no private property use without legal settlement and

		consent.
Funding gap	Medium-High	Phase budget; mix grants, PPP, diaspora, CSR and tourism revenue.
Over-tourism or disrespectful behavior	Medium	Code of conduct, guided access, visitor education, restricted photography zones.
Heritage damage	High	UNESCO-aligned conservation plan and archaeological review before any construction near heritage.

13. 90-Day Action Plan

Timing	Action
Week 1-2	Create a core concept office and steering committee; approve the project name, mission and ethical red lines.
Week 2-4	Collect official GIS layers: boundaries, damage, roads, population, IDP camps, public land, heritage sites, security restrictions.
Week 3-6	Commission mine-action and structural-risk desk assessment for shortlisted sites.
Week 4-8	Shortlist Aleppo flagship zone plus two secondary museum candidates; shortlist one safe prefab housing pilot site.
Week 6-10	Prepare budget ranges, land requirements, donor/investor package and PPP framework.
Week 8-12	Hold consultation meetings with government, local leaders, survivor groups, heritage experts, UN/NGO actors and investors.
Day 90	Issue Phase 1 Government Decision Paper: approved pilot sites, safety plan, housing pilot, budget, governance and next 12-month roadmap.

14. Source Link Report

The following source links support the concept-stage assumptions. They should be supplemented with official Syrian government data, updated UN security information, on-ground engineering studies, mine-action surveys and land/title verification.

Source	Why It Matters	Link
World Bank - Syria post-conflict reconstruction cost estimate	Damage and reconstruction-cost baseline; Aleppo and Rif Dimashq as high-priority reconstruction zones.	Open source link
World Bank - The Syrian Conflict: Physical Damage and Reconstruction Assessment (2011-2024)	Main quantitative source for governorate damage ranking and reconstruction estimates.	Open source link
OCHA - Syrian Arab Republic	Humanitarian context and current needs planning.	Open source link
OCHA - Syrian Arab Republic 2026 Humanitarian Needs and Response Plan	2026 humanitarian response and needs context.	Open source link
UNHCR Syria Operational Update - March 2026	Return, assistance and displacement context.	Open source link
UNHCR - Syria Refugee Returns, 2026 HNR article	Expected refugee return scenario for 2026.	Open source link
ReliefWeb / Human Rights Watch - Landmines and explosive remnants	Safety rationale for demining and access control.	Open source link
UNESCO World Heritage Centre - Syria sites	Heritage status and conservation context.	Open source link
UNESCO - Syria heritage support	Current heritage support and conservation/digitization relevance.	Open source link

Closing Positioning Statement

Syria War & Peace Museum should be presented as a national recovery platform: preserve memory, protect dignity, educate the world, generate responsible tourism, create jobs and channel part of the value into housing and rebuilding. The strongest political and humanitarian message is: Remember the past. Protect the people. Build peace.