

# ANNUAL REPORT 2013



**DORCAS**  
RELIEF & DEVELOPMENT



### PHOTO COVER

**In Dedo, a village in Ethiopia, more than half of the community does not have access to clean drinking water. The number of people that have access to sanitary facilities is even lower.**

The lack of clean drinking water and sanitary facilities are the cause of many water-related diseases such as diarrhoea and trachoma. This affects mainly vulnerable, elderly and disabled people and children. With the construction of new, sustainable water pumps, the dispersion of the diseases will be strongly reduced.

With this project in Dedo, Dorcas will improve the health of 8,500 people in the villages in the Oromia region by providing access to clean drinking water and sanitary facilities and by introducing healthier hygienic behaviour.

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## COLOPHON

This annual report is a Dorcas publication.  
The annual report is available as a secured PDF document on [www.dorcas.org](http://www.dorcas.org)

### PROJECT COORDINATION AND EDITING

Dorcas Marketing and Communication

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### CERTIFICATION

Central Bureau on Fundraising seal of approval (CBF-Keur)

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## Dorcas: Relief and Development

Dorcas takes action to help people in need and deep poverty, irrespective of their beliefs, race, gender or political convictions. Inspired by Matthew 25:31 – 46 to care for the poor and the oppressed, Dorcas has been working in relief and development projects in Eastern Europe and Africa for more than 30 years. Dorcas works with local churches and partner organisations and is active in:

*Development* Dorcas helps people to improve their lives sustainably with long-term projects in the field of sustainable livelihoods, water, sanitation and hygiene, health and child development

*Social care* Dorcas supports marginalised people; the elderly, chronically ill, prisoners, people with a disability.

*Disaster management* relief, rehabilitation, risk reduction and preparedness. Around the world, Dorcas helps people who live in risk areas or who have been struck by disaster. Dorcas provides relief and rehabilitation. If a disaster threatens, Dorcas provides support with risk reduction measures and disaster preparedness plans.

### 2013 IN REVIEW

On 31 December 2013, Dorcas was supporting 154 long-term projects. Further to that, Dorcas campaigned for the victims of the war in Syria and of the impact of the hurricane Haiyan on the Philippines. A mid-term review of the Strategic Plan 2012 – 2016 for Fundraising and Programmes led to an adjusted strategic plan. This review resulted in the adjustment of the strategic objectives, especially for fundraising.

Several management vacancies in the Dutch offices were filled in 2012 and 2013 and a Leadership Development Programme was started that will continue in 2014.

### Results

- Dorcas was able to support 266,588 people in 2013
- Considerable progress was made in Egypt, despite difficult circumstances. Within the sector Sustainable livelihoods, for example, successes were booked in El Minya, a province in the South of Egypt, where female farmers were taught new, more productive, agricultural methods.
- The turnover of the Dorcas shops increased from 2,027,127 euros to 2,538,382 euros and the number of Dorcas shops grew to 22.
- In 2013, Dorcas was given the highest status by the jury of the Dutch Transparency Award, an award for NGOs. This means that the jury attributed minimally 75 percent of the available points in all categories. In the most important category *Impact*, the highest score was awarded to Dorcas. In 2013, Dorcas ranked fifth; a top eight position for the third time in a row.
- A legal merger took place between the foundations Dorcas Aid International, Dorcas Hulp Nederland and Dorcas Winkels, a completion of an integration process that started in 2011. Dorcas is now one organisation in all respects.
- Dorcas was active for the people in Syria and the Philippines and provided relief and rehabilitation.

- The quality of needs assessments conducted in the field, greatly improved as a result of proper training and manuals. Consequently, the projects better meet the needs of the beneficiaries.
- In Moldova, briquettes were distributed among the elderly instead of firewood, a sustainable alternative.

## *Bottlenecks*

- Due to problems with customs clearance in Ukraine, only 15 of the 44 planned transports were shipped. Moreover, goods were held in storage for a long time before they were distributed. Shortages were compensated for by purchasing food locally.
- The CRM implementation project, that started in 2013, was delayed and the launch of the new system has been postponed to 2014 due to the unforeseen level of difficulty of translating a complex organisation into a comprehensive software system. The expected improvements in relationship management could therefore not be realised.
- The turnover of goods decreased compared to 2012.
- The increased turmoil in South Sudan led to the temporary evacuation of the country director at the end of 2013.
- Part of the new planning, monitoring and evaluation system (PME) is that new relief and development projects will be based on calls for proposals. Because more time is allotted for the design and preparation of projects, fewer projects were executed and the start-up of projects took more time.
- The intended growth in the number of workgroups and depots was not realised because of the re-assessment of this type of fundraising.
- Among private donors, one-off donations increased in relation to structural donations.

## *Preview 2014*

2014 will be the first of three years for Dorcas to carry out its adjusted strategy. Dorcas is growing as an organisation in Disaster management. In addition to relief and rehabilitation, Dorcas will continue to be active in disaster-prone areas with risk reduction measures and disaster preparedness plans.

Dorcas applied for a strategic partnership with the Dutch Ministry of Foreign Affairs to work in Syria and the Horn of Africa. This partnership was granted to Dorcas at the beginning of 2014. In Africa, new community-development projects with a multi-sectorial approach will be initiated. In Europe, new Roma projects will be based on the adjusted approach that focuses on inclusion of the Roma people. In the East of Romania, projects will be started up in a new strategic region. This region, the province Moldova, is one of the poorest regions in Europe.

In the Netherlands, the launch of the new CRM system will lead to improved donor-relationship management. The Dutch head office and all field offices will get new financial software systems and new websites. Dorcas will improve the management and control of the Dorcas shops in 2014. New fundraising activities in 2014 will be the 'Dorcas Kilimanjaro' trips in April and November and an innovative Adopt-a-Granny campaign in the fall to attract new sponsors.

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Dorcas is grateful for all it can do for the poor and the oppressed together with donors, volunteers and the partner organisations in the field. In all of this, Dorcas remains dependent on Jesus Christ, its source of Inspiration.

#### *Financial overview*

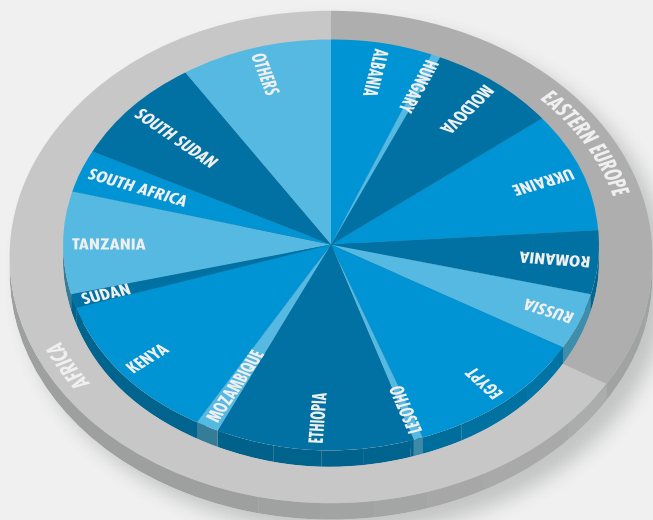
1. Total income: 17.8 million euros of which 13.0 million euros in cash and 4.8 million euros in goods
2. Spent on primary objectives: 14 million euros
3. Spending ratio: 83.3%
4. Average staff costs per FTE: 16,500 euros (in the Netherlands and abroad)
5. Fundraising costs: 11.7%
6. Management and administration costs: 4.2%



Use your QR reader to view the Matthew-25 trailer, a 25-second video clip that shows how Dorcas implements its mission, or go to: <http://bit.ly/mattheus25>

## DISTRIBUTION OF FUNDS ACROSS THE REGIONS AND PROJECT COUNTRIES IN 2013

*Legends of distribution of the means over the project countries*

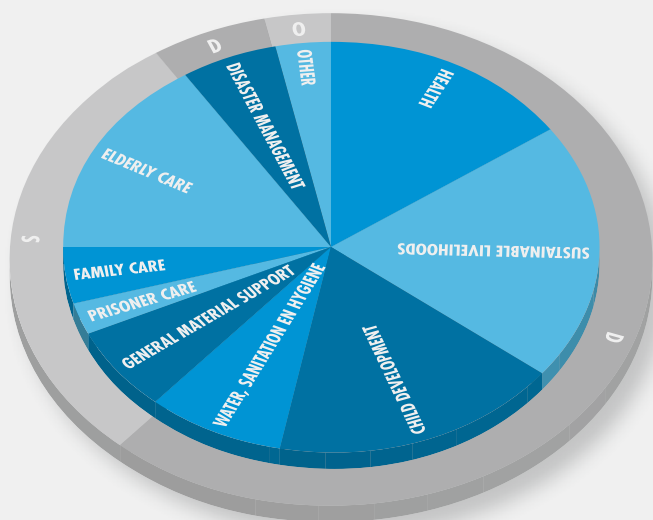


Percentages based on expenditure, excluding goods.

1. Albania (6.3%)
2. Hungary (0.5%)
3. Moldova (7.8%)
4. Ukraine (9.6%)
5. Romania (5.1%)
6. Russia (4.4%)
7. Egypt (11.3%)
8. Lesotho (0.5%)
9. Ethiopia (12.1%)
10. Mozambique (1.3%)
11. Kenya (11.8%)
12. Sudan (0.3%)
13. Tanzania (7.9%)
14. South Africa (3.5%)
15. South Sudan (8.4%)
16. Other (including Zimbabwe, Uganda) 9.1%

## DISTRIBUTION OF SECTORS IN 2013

*Legend of distribution*



### DEVELOPMENT

1. Health (15.4%)
2. Sustainable livelihoods (20.2%)
3. Child Development (17.6%)
4. Water, Sanitation and Hygiene (8.2%)

### SOCIAL CARE

5. Material Support (6.7%)
6. Prisoner Care (2.5%)
7. Family Care (4.5%)
8. Elderly Care (16.0%)

### DISASTER MANAGEMENT 5.7%

### OTHER

(including partner development and housing) 3.2%



**LT COLONEL MRS DR INE VOORHAM  
CHAIRPERSON SUPERVISORY BOARD**

Looking back on 2013, there is much to be thankful for. The people who work for Dorcas, staff and volunteers, once again and in an impressive manner, put the mission into practice: to be there for the poorest of the poor.

Hard work has been done! In the first place, by implementing the programmes in the field together with our partner organisations. Secondly, by making the Dorcas organisation more 'future proof'. Steps were taken in 2012 to streamline the organisation and as of November 2013, the work of Dorcas is united by law in a single foundation. This will create administrative advantages, but – and this may be even more important – it underlines the fact that all the work contributes to more chances for the poorest of the poor: the food campaign in the Netherlands, the Adopt-a-Granny programme, the support of Roma families, more chances for children in Africa to develop themselves so they can help build the future of their country.

I was privileged to visit Ethiopia in December with the Supervisory Board and the Executive Board. The passion and creativity that people put into their work, despite difficult conditions, left a deep impression on me. The results are inspiring: how women and children are given the chance to shape and give meaning to their lives. That all this may be done from the source of inspiration of God's Love is an immense privilege. It is so wonderful to see people grow spiritually as well as materially.

A word of thanks is therefore certainly due. Thank God for the blessings that Dorcas received this year. A thank you to the employees who have used their talents and labour to help the poorest of the poor. Thanks to the thousands of volunteers who have generated cash by gathering and selling goods so that men and women, boys and girls in Eastern Europe and Africa could be supported. Thanks to all gift givers, donors and sponsors.

I would like to recommend this annual report. As you read this report, the work of Dorcas will touch you. Of course I hope that Dorcas can count on your continued support in prayer, involvement, commitment and money. Thank you.

*January 2014*





**MICHEL GENDI, NICO HOOGENRAAD EN JOEKE VAN DER MEI  
THE EXECUTIVE BOARD**

In 2013, as in other years, Dorcas committed to help many thousands of people in Eastern Europe and Africa. Lonely grannies who receive food parcels and attention; people who can go to school and learn a trade and communities that gain access to clean water – these are just a few of the many Dorcas projects. And some of these projects are carried out in severe conditions. In Egypt, for example, where the unrest resurfaced and in Ukraine where political tensions heightened. We campaigned for the victims of the typhoon Haiyan that tore through the Philippines and for the victims and fugitives of the gruesome war that continues in Syria. In South Sudan, where Dorcas has a field office, hundreds of thousands of people have fled their homes and possibly millions will be faced with food scarcity in 2014.

We are grateful for the many volunteers, who form an important cornerstone of our organisation. They are active in the Dorcas shops, the depots, during the food campaign and on so many other occasions. The work in the projects is made possible by the money and the goods our volunteers collect. In 2013, three new Dorcas shops were opened leading up to a total of 22 shops. Many donors, companies and funds donated small and larger sums of money to Dorcas. Even though fewer goods were collected in 2013 than in 2012, we could still provide a large number of transports to the projects.

The Executive Board travelled to Romania in October, to celebrate the 20th anniversary of Dorcas Romania, and in December we visited several projects in Ethiopia together with the Supervisory Board. We were impressed by the impact of our work among the poorest of the poor.

Early 2014, Dorcas was selected by the Dutch Ministry of Foreign Affairs to become a strategic partner in the 'Protracted Crisis' programme in the Horn of Africa. Providing relief in South Sudan and Kenya, Dorcas will receive a subsidy of 3.75 million euros over a period of three years. Refugees from Syria in Lebanon, 1,500 families, can also be offered relief thanks to a one-million euro grant from the Dutch government.

With God's blessing, with all employees in the Netherlands and in the field offices, together with our many volunteers and donors, we want to convey God's love in giving a better future to people in need and deep poverty.

*March 2014*

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Working towards a better future: vocational training for young people in Awassa, Ethiopia.

## 1.1 Objective, vision, mission and core values

Millions of people live in deep poverty worldwide. Dorcas works with local partner organisations to develop opportunities for people and communities. Dorcas involves the people it supports in its projects.

### *Objective*

With the funds Dorcas raises, it offers aid in three areas to people in need and deep poverty:

1. *Development*: to help people provide for themselves.
2. *Social care*: food, clothing and visits, to help break the social isolation of the very poorest and help them live in dignified conditions.
3. *Disaster management*: to provide relief to people in crisis areas with food, clothing and medicine, and educate and empower people living in disaster risk areas

### *Vision*

Transform the lives of the poor and oppressed by sharing God's love.

### *Mission*

Dorcas is a Christian development and relief organisation committed to fulfilling the command Jesus Christ gave: to care for and empower the poor and oppressed (Matthew 25:31-46). Dorcas accomplishes this by promoting self-reliance through development, the provision of social care and assisting in emergency situations. Dorcas provides this assistance irrespective of race, religion, gender or political affiliation.

### *Core values*

The board and staff endorse these core values when signing their contract. Staff members are able to hold each other accountable in relation to these values, and Dorcas itself can also be held accountable. In the course of the year, the various core values are addressed during the Monday morning devotions.

#### **DORCAS' CORE VALUES**

1. We are committed to God's Word as our infallible authority.
2. We are committed to prayer.
3. We are committed to integrity.
4. We are devoted to one another.
5. We are committed to excellence.
6. We are committed to creativity.
7. We are committed to the Church in order to serve her.

## 1.2 Strategic Plan

In 2011 Dorcas developed a Strategic Plan (2012-2016). Based on this plan, five-year plans were developed for the countries where Dorcas is active as well as for the fundraising and programme departments at the head office in Andijk, the Netherlands. Early 2013, the Executive Board concluded that the elaboration of the strategic objectives in actual plans for fundraising in 2011-2012 did not develop as desired and the strategically planned growth in income was not achieved. A midterm review of the Strategic Plan took place between July and September 2013. As a result, the strategic plans for fundraising were changed on several principal points as well as – but to a lesser extent – the strategic plans for Programmes and the field offices.

For the midterm review, the first results of the strategic choices that were implemented as of 2012 were assessed by the staff of Programmes and field offices. They also assessed, for each country, the external developments that determined these choices. In a few countries, this led to a reduced number of geographical areas where Dorcas wants to support interventions. This also anticipates less income growth than foreseen in the Strategic Plan. Dorcas chooses therefore for more impact in a smaller number of areas. In several countries the focus has shifted towards more development projects and fewer social care projects. Besides that, Dorcas will work on integrated community development programmes that will help communities to develop as a whole rather than projects that focus on one specific aspect of development. The new project proposals will be in line with this approach.

The management of the fundraising departments performed a SWOT analysis for Dorcas. This analysis indicated choices for growth opportunities in products, sources and target groups. It also revealed that competition was increasing and that successful fundraising methods from the past will not always remain successful. It also showed that fundraising at Dorcas covers a large number of issues. Dorcas approached many target groups with several fundraising campaigns. Not all campaigns have sufficient fundraising returns. For 2014, Dorcas has set more specific fundraising targets that take into account, among other things, the shift from material support to sustainable development in Eastern Europe and Africa.

### *Strategic targets*

The midterm review of the Strategic Plan has led to an adjustment of the strategic ambitions expressed therein for the years 2014 up to and including 2016. The Supervisory Board approved the revised strategic plan. Dorcas' ambition for 2014 – 2016 is:

1. An increase of approximately 12 percent in the number of beneficiaries of the development programmes in three years
2. Dorcas will focus more and more actively on Disaster management
3. A growth of approximately 20 percent in income (in funds) in the next three years.

Dorcas has made the following choices for interventions in the project countries



## DEVELOPMENT

- Africa: focus on Water, Sanitation and Hygiene (WASH), Health and Sustainable livelihoods, focusing on community development programmes.
- Eastern Europe: the main focus will lie on Child development and Sustainable livelihoods.



## SOCIAL CARE

- Dorcas aims to support elderly people in all project countries and aims at 30 percent more beneficiaries in three years.
- Dorcas will decrease projects that mainly offer material support in Eastern Europe by 20 percent.



## DISASTER MANAGEMENT

- Dorcas aims at managing disasters in the project countries. Outside the project countries, Dorcas will aim at prevention, risk reduction measures and disaster preparedness plans as well as relief and rehabilitation after a disaster has taken place. Dorcas cooperates with other Christian organisations in providing disaster relief: Red een Kind, Tear, Woord en Daad and ZOA.

The following strategic choices were made for fundraising.

### IN THE NETHERLANDS

#### *Fundraising among private donors*



- Mailing, financial adoption, legacies – individual donors



- Working with volunteers for fundraising campaigns and Dorcas shops



- Fundraising in churches

### IN THE NETHERLANDS

#### *Businesses and funds*



- Applying for private and capital funds



- Fundraising in small and medium-sized enterprises

### OUTSIDE THE NETHERLANDS

#### *Dorcas aims at*



- Establishing a Dorcas Fundraising Organisation (DFO) in Europe in 2015-2016.



- Expanding institutional fundraising, especially by the field offices.

This leads to the following scenario for 2014 – 2016:

TARGET GROUP	INCOME 2014 (X 1,000)	INCOME 2016 (X 1,000)
<b>DONATIONS (PRIVATE DONORS)</b>	7,159	7,588
<b>CHURCHES</b>	605	732
<b>SHOPS</b>	1,950	2,200
<b>VOLUNTEERS</b>	825	976
<b>GOODS</b>	5,500	5,750
<b>SALE OF GOODS</b>	350	425
<b>BUSINESSES</b>	1,420	1,720
<b>DUTCH FUNDS</b>	1,000	1,300
<b>INSTITUTIONAL FUNDS</b>	1,250	1,100
<b>DORCAS FUNDRAISING ORGANISATIONS</b>	190	270
<b>TOTAL</b>	<b>20,249</b>	<b>22,061</b>

To reach the strategic objectives Dorcas will as of 2014 work at:

- improving the effectiveness and sustainability of programmes;
- improving the preparedness for disasters to be able to react quickly to emergency situations;
- finding more balance between social care and development in communication and fundraising;
- improving the efficiency en effectiveness of fundraising campaigns;
- improving the supporting processes such as finance, process management, HRM and ICT infrastructure.

## 1.3 Quality and external evaluation

Quality serves the objectives of Dorcas. Until May 2013, Dorcas was ISO certified. The ISO certification contributed to the improved quality of the procedures. As of 2013, Dorcas decided to work on permanent quality improvements independent of (ISO) certification.

### *Quality cycle*

Dorcas' management developed a quality cycle: initiate, instruct, equip, check, report and learn. This cycle is in effect as of May 2013 for the projects, field offices, head office and the Dorcas shops. In 2013, Dorcas adjusted several procedures related to instructing groups of employees, the use of new reporting formats, internal audits of the field offices and projects, the Working Conditions Act risk inventory at head office and reports. Various parts of the cycle are still being developed and will be implemented in 2014 and 2015. In other words, Dorcas continues to focus on developing, monitoring and checking the quality of its actions for the poor.

### *Key Performance Indicators*

Key Performance Indicators (KPIs) were determined to measure whether Dorcas is on schedule during the next years. Dorcas measures these KPIs monthly, quarterly and annually. The scores are entered on a Balance Score Card, providing the Executive Board and the management team with relevant management information to manage the organisation and change the course when needed.

The annual plans of the various Dutch departments and of the field offices in Eastern Europe and Africa were derived from the general objectives in the Strategic Plan. Head office departments report on their activities and results each quarter. The Dorcas field offices report six times per year to the head office in the Netherlands.

At the end of each year, all teams report on their activities and the lessons learned. This can be read in the evaluation the management team uses to sharpen the strategic approach and the annual plans.

### **QUALITY**

Dorcas has a Central Bureau on Fundraising seal of approval (CBF-Keur). Based on this seal of approval, Dorcas is held to keep the costs of the organisation and fundraising activities at less than 25 percent of all income. Dorcas aims at limiting this percentage to 15. In 2013, with a percentage of 11.7, this objective was adequately met.

Dorcas is a Public Benefit Organisation (Algemeen Nut Beogende Instellingen) and gifts to Dorcas are in most cases deductible for income tax purposes.

#### **HOW DORCAS FIGHTS POVERTY – A UNIQUE APPROACH**

Over the past thirty years, Dorcas developed its own approach to fighting poverty. This approach is based on the lessons learned in the execution and evaluation of projects. In the execution of the projects, Dorcas works with local Christian organisations and churches to reflect the vision of Dorcas: to transform the lives of the poor by sharing God's love.

#### **DORCAS FIELD OFFICES AND COOPERATION WITH LOCAL ORGANISATIONS**

Dorcas works with local organisations because they are usually part of a community, they know the poorest of the poor. Dorcas sets up offices in countries where it supports programmes and forms strategic partnerships. The presence of Dorcas employees in these countries makes it possible to cooperate with the community-based organisations (CBOs), groups that are anchored in the local community, or with committees representing the beneficiaries. This way, Dorcas enables small, local organisations to develop their community, to contribute to international development targets and to carry out projects that meet international quality standards. The field offices also have good working relations with local authorities and other NGOs in the regions where they are active.



## **CAPACITY BUILDING**

Dorcas builds up the capacity of local partner organisations by training and coaching people. This way, these organisations are able to carry on the activities independently after the project has ended. Dorcas encourages partner organisations to develop projects that reduce poverty in an innovative way with technologies that are also attainable and affordable for the poor in the community.

In reducing poverty, empowerment and building the self-esteem of the beneficiaries play an important role. Sustainable results can only be achieved when beneficiaries are able to take responsibility for their own development and stand up for their rights.

## **PARTICIPATION**

Participation of beneficiaries is one of the most important conditions for sustainable project results. That is why the beneficiaries are involved from the start of a project, for example during a needs assessment study.

## **INCLUSION**

Dorcas offers support that benefits all segments of the population; independent of their beliefs, race, political convictions or gender. Dorcas' programmes aim at inclusion: all may participate. That is why Dorcas endeavours to remove social or physical barriers that could restrict people such as minorities or the disabled from participating.

## **GENDER**

In most countries where Dorcas is active, women and girls have subordinate positions. This makes them more vulnerable and poverty affects them more. Dorcas wants to contribute to equality between men and women, while respecting the roles that both genders have in different cultures. The needs of men and women are assessed separately during the needs assessment so that projects can meet these needs. Special attention is given to specific gender-related problems such as violence, abuse and the distribution of tasks and decision-making roles for men and women.

## **DISASTER RISK REDUCTION**

In areas where the risk of natural disasters, such as drought and flooding, is high, Dorcas integrates activities in its programmes to prepare the population for disasters to increase the resilience of people who live in these high-risk areas. It raises the sustainability of development programmes and thereby decreases the risk that people lose everything they own when a disaster occurs.

## **CARE FOR THE ELDERLY**

In the eighties, Dorcas began its work by giving material support to people who could not provide for themselves; disabled, elderly, chronically ill and orphans. In Eastern Europe and Africa, elderly people are often marginalised and unable to support themselves. They have no children to turn to because they either died of HIV/AIDS or moved to the city or another country to find work.

## 1.4 Risk management

### COORDINATION

The processes concerning the planning, monitoring and evaluation system (PME) have been set up in such a way that the strategic plans, the policy documents and the annual plans are aligned. Monitoring of plans assures that the means contribute optimally to the strategic targets.

### SMALLER PARTNER ORGANISATIONS

Because Dorcas works with small-scale partner organisations, the risks related to the feasibility of plans and budgets must be assessed well. With Dorcas field offices in the project countries, project implementations and spending can be monitored closely and the partner organisations receive the support they need. When determining the budgets for each country, the capacity and stability of partner organisations are taken into consideration.

### RESERVES

A considerable part of Dorcas' income is received in November and December each year. The cash-flow budget monitors the actual cash flow.

Dorcas had two reserves. The first is the *designated reserve financing assets*, currently set at 2.2 million euros, to finance the required assets. The second is the *continuity reserve* for adsorbing the peaks and troughs in income during the year as well as budgeted income deviations, so the organisation in the Netherlands and abroad and the implementation of projects can be adjusted in a controlled manner. The level of the continuity reserve is set at a maximum of 2.3 million euros.

### LIQUIDITY

When the annual budget for project expenditure is made, the budget is not yet fully assigned to projects. During the year, field offices and partner organisations can respond to calls for proposals. The request for calls is adjusted as the budgeted income is realised. If income exceeds the budget, the calls for proposals will be accelerated and if income lags behind, the calls can be slowed down or not placed at all.

It is also possible, when income is lower than budgeted, to downsize the available space for new projects. The circumstances that indicate under what conditions funds will be made available and when financing cannot be one hundred percent guaranteed are included in the contracts with the partner organisations.

### EXCHANGE RISK

Most of Dorcas' income is received in euros. Expenditure is mostly in other currencies. Consequently, there is an exchange rate risk. In partner and project agreements, the budget amounts are agreed in local currencies. If the conditions are more extreme (prolonged exchange variations) Dorcas is entitled to downsize its expenditure in local currency. This protects Dorcas from a major depreciation of the euro. This is hardly ever used, however. In practice, Dorcas uses some fifteen currencies whereby the advantage of one currency compensates for the disadvantage of the other. If the exchange risk is negative in the end, this is adsorbed by Dorcas' continuity reserve.

## **FRAUD**

To minimise the risk of fraud, Dorcas has built in safety measures that are described in the financial manual. Internal audits verify whether these measures are applied.

The risk that money does not entirely benefit the projects or the people in the projects are largely mitigated because Dorcas works with its own staff in the field offices. They keep a close eye on the implementation and the financial statements of the projects and when needed they intervene. Because of the direct cooperation between head office and the field offices, fraud is prevented where possible. Money is made available to the partner organisations in increments and regular reports are required. The field office staff carry out operational project execution audits as well as financial administration audits and both audits are compared.

For the larger projects and the relief projects outside the project countries, audits are carried out by auditors from local accounting firms. Dorcas acts as the immediate contact person where possible.

Regular operational visits and financial audits take place in the field offices. During the financial audits, Dorcas uses a programme that has been developed over time. During a field office audit, the auditor also checks the books of a number of partner organisations, where special attention is given to one or more projects.

## **CAPACITY AND INCOME**

Dorcas' capacity is adapted to income. If income should drop suddenly and unexpectedly, the capacity of the organisation will be too big. In the Netherlands, this mainly applies to staff capacity, which represents the most important cost element. Subsequently, the capacity of the organisation forms an important risk when income decreases.

Dorcas aims to restrict this risk in the following ways:

1. A continuity reserve has been set up, so that when there is a downturn in income the capacity can be reduced in a controlled manner.
  2. New employees in the Netherlands work on two fixed-term contracts twice before these are turned into indefinite contracts.
  3. Project staff in the project countries are hired in case of self-implementation for the duration of the project.
  4. The fluctuations in income are well analysed.
-

## **DORCAS SHOPS**

The operational responsibility for the Dorcas shops lies in the hands of a local committee that functions as its management.

There are guidelines to control the risk of disappearing finances. A treasurer, for example, may not tend to the cash register in a shop; at least two people must count the money and balance the cash register. In most shops, more than one person must be present in the shop and the pricing of articles is always done by more than one volunteer. A representative of the Finance department from head office enters the reports into the financial accounts and checks the financial reports and supporting documents.

All these measures must mitigate the risk of revenue leakage. Inspection visits to Dorcas shops by head office representatives are scheduled to take place in 2014, to assess whether the operational and financial procedures can stand up to scrutiny. This is all the more needed because the revenues of the shops have become a substantial part of Dorcas' income. Within the context of the horizontal supervision agreement with the tax authorities and the auditors' report, it is important that the Dorcas shops have everything in order.

### *Safety risk*

Dorcas also operates in high-risk areas and Dorcas had established protocols and guidelines how to handle in case of robberies, kidnapping, political unrest, riots or when a war breaks out. By staying well connected in NGO networks and by staying informed of developments in the countries, Dorcas is able to react adequately to prevent high-risk situations for personnel. Dorcas endeavours to support its staff and minimise risks related to safety by providing training, guidelines, protocols and feedback from experience. Two international team members were trained at the Centre for Safety and Development and based on this, the protocols will be tightened again.

### *Investment and equity policy*

Dorcas adheres to the policy that no means are invested, and as little as necessary is reserved. Temporary surplus funds are retained in as safe as possible saving accounts with trustworthy banks.

## **1.5 Preview 2014**

In 2014, Dorcas wants to continue changing the lives of people in need and deep poverty. Together with the local partner organisations, Dorcas wants to reach more people and create a positive change in their lives. It is the objective of Dorcas to grow the number of beneficiaries by twelve percent in three years.

### *Integrated development*

In 2014, several new Community development projects will be started up by Dorcas. In the projects in Africa, attention will be paid to the following sectors: Sustainable livelihoods, Water, Sanitation and Hygiene, and Health. Community development projects, which tackle various causes of poverty, aim at the development of the community and have a greater impact on the community than projects that tackle just one aspect of poverty. In Europe, Dorcas will develop projects that are aimed at the integration of the Roma.

These projects follow the policy that was designed by Dorcas in 2013. Furthermore, Dorcas will start a three-year food security programme in the Horn of Africa in Kenya, Ethiopia and South Sudan, that will tackle food scarcity, one of the underlying causes of conflicts. In January 2014, Dorcas received a grant of 3.75 million euros from the Dutch Ministry of Foreign Affairs for this programme.

### *Elderly care*

In 2014 Dorcas will focus on growth in the programmes for Elderly care. Dorcas aims at gaining five hundred new sponsors for its financial adoption programmes, such as Adopt a granny, to realise this growth. An evaluation of the Elderly care programmes in Eastern Europe in 2014 will assess what success factors can be implemented in other countries and what Dorcas can do to raise community involvement in elderly care projects.

### *Spring meeting*

During the annual Spring meeting in May, the country directors, the Programme coordinators and the leadership team discuss subjects such as quality, programme execution and the organisation of Dorcas in general. During the meeting, the *Theory of Change* – a description of the steps that lead towards a permanent change in a community – will form an important theme. With a clear Theory of Change, the approach for project interventions can improve.

### *Fundraising objectives for 2014*

To realise the growth of the projects as planned, fundraising objectives for 2014 will also be raised. Dorcas aims to raise 14.75 million euros in funds and 5.5 million euros in goods; a total of more than 20 million euros. In Annex A, the amounts are specified in the budget for 2014.

Dorcas will undertake to realise these objectives by:

- implementing a new CRM system in 2014 for improved relationship management and better data-base analysis;
  - being more attentive to volunteers and support them in their efforts to raise money and goods more effectively by informing and facilitating them. Three times a year, a newsletter will be distributed and ideas, courses and materials will be available;
  - building on relationships with affluent donors and funds;
  - communicating the possibilities for inheritances and legacies to Dorcas;
  - facilitating the growth of Dorcas shops by mapping out the retail formula;
  - launching a new Adopt-a-granny campaign;
  - supporting churches in their missionary objectives to act against poverty;
  - saving on expenditure by reorganising the logistic operations in the Netherlands;
  - stimulating businesses to become 'Friends of Dorcas' (see box) in close cooperation with Dorcas Entrepreneurial groups.
-

**FRIENDS OF DORCAS**

Many entrepreneurs in the Netherlands contribute substantially to the work of Dorcas for the poor in Eastern Europe and Africa. Entrepreneurs who are not part of a regional Dorcas Entrepreneurial group can join the nationwide group 'Friends of Dorcas'. This initiative is aimed at entrepreneurs who are committed to corporate social responsibility and want to make a concrete contribution to development projects. As Friend of Dorcas, they will have access to a network of engaged entrepreneurs and they will receive periodical information about the projects they support. They will also receive materials to promote their corporate citizenship. Friends of Dorcas contribute minimally 500 euros per year. If you are interested in becoming a Friend of Dorcas, or if you would like to receive more information, send an e-mail to [bedrijven@dorcas.nl](mailto:bedrijven@dorcas.nl).



# GOING TO SCHOOL IN LEBANON

**A TEENAGE GIRL WITH A BABY ON HER ARM AND A TODDLER CLINGING TO HER SKIRT: BAHIYA, A TEN-YEAR-OLD SYRIAN GIRL. THE NEW SCHOOL TENT THAT IS ABOUT TO BE OPENED IN THE REFUGEE CAMP FOR SYRIAN REFUGEES, DOES NOT SEEM TO BE OF MUCH INTEREST TO HER. HOWEVER, AS SOON AS THE FIRST CLASSES BEGIN, SHE SHOWS UP AGAIN, WITH THE TWO LITTLE ONES.**

## ABC

The teacher writes the alphabet on the blackboard to test the children's level of reading. A boy recognises letters up to 'm' and a girl can read the first few letters. From the back of the school tent, Bahiya observes the other children while cleaning her sister's face.

After a few weeks of classes, the teachers meet to discuss the levels and progress of the children. They find it hard to assess Bahiya's level and progress because she usually sits in the back of the school tent, looking after her little sisters during class, trying very hard not to be noticed. After the meeting, one of the teachers asks Bahiya's mother whether a neighbour can take care of the two younger children. She agrees.

## BEING A CHILD AGAIN

Soon after the meeting, Bahiya's behaviour changes. She radiates with joy when she is in school where she can be a child again. She giggles with the other girls and makes lots of new friends.

Within one day, she knows the alphabet by heart. All the children point at her when a teacher asks them who is the fastest learner. The smile that appears on Bahiya's face is priceless.

Dorcas supports the (primary) education of children of Syrian refugees in a camp in Lebanon. In a colourful tent in the middle of the camp, the children are taught by local teachers and they play, sing and dance with other kids.

This story was a news item on Dorcas.nl:  
<http://www.dorcas.nl/naar-school-in-libanon/>  
where you can see a video about the school.



This video takes you to one of the refugee camps for Syrian refugees in Lebanon. Use the QR code or go to <http://bit.ly/vluchtelingenkamplibanon>.



Children in Child Development projects in Eastern Europe have access to education, food, health care and clothes.



This chapter describes the organisational structure as well as the developments that took place within Dorcas in 2013. It also describes the management and organisational changes, human resources and Dorcas' cooperation in the Netherlands and abroad.

## 2.1 Supervisory Board and Executive Board

### 2.1.1 Report of the Supervisory Board

The Supervisory Board has carried out its supervisory tasks based on the annual plan. The Supervisory Board is an independent body. The Supervisory Board met three times for two days in 2013.

The following issues were among the items discussed:

#### *Merger*

In the May and September meetings, the merger of the three Dorcas foundations – Dorcas Aid International, Dorcas Hulp Nederland and Dorcas Winkels was discussed in detail. On 31 October 2013, the legal merger took place and with it the statutes of Foundation Dorcas Aid International. This successfully completed the process of integration that began in 2010. The legal merger does not have any employment consequences for the employees. Working from one foundation enhances efficient collaboration towards one goal: transforming the lives of the poor and oppressed.

#### *Management letter*

The auditor, requested by the Executive Board, drafted a Management letter with recommendations for Dorcas to gain further control. The Supervisory Board took note of the recommendations of the auditor and requested the Executive Board to implement these. In the course of 2013, the Supervisory Board has observed considerable improvements. One item of concern is the articulation of an organisation-wide risk analysis. This analysis will be made in 2014.

#### *Annual report, annual accounts 2012 and auditor's report*

The Dorcas annual report 2012 was approved by the Supervisory Board at the May meeting. The annual accounts, as well as the auditor's report (Van Wezel), were approved at the same meeting. The Supervisory Board discussed the risks with the Executive Board, especially in the light of the uncertain elements in income by fundraising and the required Information Technology investments. Both boards agreed that prudent management was needed.

The Executive Board was granted discharge by the Supervisory Board for their management in 2012.

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### *Budget 2014, multi-annual perspective*

During the year, the Supervisory Board was kept informed of the financial developments by monthly statements. In December, a review of the strategic plan was presented to the Supervisory Board, which shows that the growth expected earlier was no longer realistic, as a result of the economic crisis. Based on the new understanding, the financial framework for 2014 was renewed and adjusted. In December, the budget for 2014 was approved. The Supervisory Board has expressed its confidence in the strategy.

### *Supervisory Board matters*

The Supervisory Board, consisting of five members, met three times for two days. Because of the completion of the second term of office of Dr. Magdy El Sanady and the first term of office of Ekaterina Smyslova, there will be two vacancies in the Supervisory Board as per 1 January 2014. In the meeting of September 2013, it was decided that the remuneration committee would be in charge of finding and selecting suitable candidates for these positions. A profile was drawn up and agreed upon.

The self-evaluation protocol for the Supervisory Board was approved in September 2013. This self-evaluation was held with a questionnaire in October/November 2013. This led to the decision to place the vision and mission of Dorcac on the annual agenda, to keep a closer look on the development of strategic objectives and to commission the Executive Board to draw up a risk analysis with solutions for unforeseen setbacks. The audit committee was asked to evaluate the accountants. It was decided to have shorter but more frequent board meetings as per 2014.

The Supervisory Board and the Executive Board travelled to Ethiopia for a six-day working visit and the December board meeting.

The assessment of the Executive-Board members took place in November. In accordance with the assessment protocol for Executive Board members, the directors drafted a document that was used during the meetings with the individual directors. The conclusions were shared with the complete Supervisory Board during the meeting of December 2013.

### *Committees*

In 2013, two committees became operational within the Supervisory Board; the audit committee and the remuneration committee (September 2013). The remuneration committee met twice, the audit committee once.

The audit committee discussed the management letter and the budget for 2014. The remuneration committee discussed the composition of the Supervisory Board related to the financial and programmatic vacancies. A profile was drawn up for the Supervisory Board. The self-assessment of the Supervisory Board was prepared as were the protocol and the planning of the assessment interviews with the board members.

Both committees have an advisory role to the Supervisory Board. The Supervisory Board formulates its own opinion having heard the advice as well as the assessments of both committees.

## SUPERVISORY BOARD

The Supervisory Board supervises an adequate management of Dorcas by its three directors. The tasks, competences and profile requirements are laid down in the statutes and the Dorcas Supervisory Board Regulations. The Supervisory Board is composed in such a way that the members can operate independently and critically with respect to each other, the Executive Board or any other individual interest group.

### *Composition of the Supervisory Board as per 31 December 2013*

**1. Ine Voorham** – Chairperson Supervisory Board, chairperson of the remuneration committee

Date of birth: 2 September 1946

Profession: Officer Salvation Army (former director Foundation Salvation Army Wellbeing and Health care)

Additional functions: Supervisory Board member of the Christian Broadcasting Foundation (VKZ), Supervisory Board member of the Timon Foundation, Board member of the Christians in Health Care Foundation, Advisory Board member of the Moria Nijmegen Foundation, Social Council member of Prisoner Care the Netherlands, council member of the Dutch Bible Society, ambassador/member recommendation committee: Youth for Christ LifeSpots, GIDS network the Netherlands, Micah Campaign, Food bank Haarlem, the Passion Hummelo Foundation

Term: stepping down per 2017 and once eligible for re-appointment

**2. Klaas Kloosterboer MBA** – member audit committee, member remuneration committee

Date of birth: 6 September 1958

Additional functions: member of the Foundation Board Sea Harbour IJmuiden NV

Profession: entrepreneur

Term: stepping down per 2013 and once eligible for re-appointment

**3. Tamme de Vries RV AA** – member audit committee, member remuneration committee

Date of birth: 9 December 1961

Profession: Partner ProMissie Bedrijfsoverdracht, register valuator

Additional functions: Chairman of the foundation 1 Chronicles 29:14b and Support fund Van Zanten van Driel, Church elder PKN Herwijnen

Term: stepping down per 2015, not eligible for re-appointment

**4. Ekaterina Smyslova**

Date of birth: 28 May 1959

Profession: lawyer (in Russia)

Term: stepping down per 2013 and once eligible for re-appointment

**5. Magdy El-Sanady**

Date of birth: 10 October 1955

Profession: physician (Health specialist UNICEF in Egypt)

Term: stepping down per 2013, not eligible for re-appointment

The members of the Supervisory Board do not receive any remuneration. They may be reimbursed for expenses.

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### *Appointment procedure*

The Supervisory Board appoints the members of the Supervisory Board. The appointment is based on the profile as established by the Supervisory Board, listing qualities and capabilities that members must have. The recruitment and selection procedure for members of the Supervisory Board takes place according to a procedure as laid down by the Supervisory Board. The selection and remuneration committee supports the Supervisory Board during the recruitment and selection of candidates for the Supervisory Board. A member of the Supervisory Board steps down as scheduled, though no later than five years after being appointed. A member of the Supervisory Board who steps down is eligible once for reappointment. The Executive Board plays an advisory role in the recruitment, selection and appointment procedures.

## **2.1.2 Dorcas Executive Board**

The Executive Board consists of three directors and has the same composition as it did at the close of 2012. The directors manage the organisation and together they are the Executive Board. The directors function as one team, where one director holds the position as chairman of the board. Decisions are made together and each director is responsible for independently managing his own team.

The Supervisory Board appoints the directors, based on a profile that has been set by the Supervisory Board. When a vacancy occurs in the Executive Board, the selection and remuneration committee presents its proposal for appointment to the Supervisory Board. The other members of the Executive Board have an advisory role in all phases of the procedure.

The Supervisory Board appoints one of the directors as chairman of the Executive Board.

Until October 2013, the management of the Stichting Dorcas Winkels (Foundation Dorcas Shops) was an official board, with a proxy to the Dorcas Executive Board for managing the activities of the foundation. The new statutes as per 1 November 2013 state that the committee Dorcas shops will support the Executive Board in an advisory role. This advisory body, as of now formed by the former board members of the Stichting Dorcas Winkels is governed by the regulations for the 'Committee Dorcas shops'. The members of the committee do not receive any remuneration for their activities.

## EXECUTIVE BOARD AND COMMITTEE DORCAS SHOPS

NAME, FUNCTION, RESIDENCE	TERM	ADDITIONAL FUNCTIONS
<b>DIRECTORS</b>		
<b>JOEKE VAN DER MEI, MAARSSEN, THE NETHERLANDS, DIRECTOR FUNDRAISING &amp; COMMUNICATION</b>	Indefinite, permanent contract	Chairman Association of Electors Christen Unie Stichtse Vecht (until November 2013) Chairman Council Union of Baptist Churches in the Netherlands (as per January 2014)
<b>MICHEL GENDI, ENKHUIZEN, THE NETHERLANDS, DIRECTOR PROGRAMMES</b>	Same	
<b>NICO HOOGENRAAD AA, AALSMEER, THE NETHERLANDS, DIRECTOR FINANCE AND OPERATIONS</b>	Same	Board member Foundation Serve the City the Netherlands

<b>COMMITTEE DORCAS SHOPS</b>		
<b>JAAP MOSSELMAN, AALSMEER, THE NETHERLANDS</b>	Indefinite, min. 3 years, started 2013	Entrepreneur flower trade, Dorcas Shop Aalsmeer
<b>JAN BOUWHUIS, SLAGHAREN, THE NETHERLANDS</b>	Same	Financial director DOC Kaas, Hoogeveen, retired, Dorcas Shop Hoogeveen
<b>HARRY OUDSHOORN, NOORDWIJK, THE NETHERLANDS</b>	Same	Entrepreneur hardware retail, retired
<b>COR KLAVER, NIEUWE NIEDORP, THE NETHERLANDS</b>	Same	Agricultural real estate agent Noord-Holland, retired
<b>JAN RANZIJN, EGMOND AAN DE HOEF, THE NETHERLANDS</b>	Same	Former owner retail chain Ranzijn Tuin & Dier

## 2.2 Human resources

Staff turnover was twelve percent lower than it was in 2012. The leadership team is at full strength and the labour conditions and regulations have been harmonised. In the Netherlands and the field offices, the merged organisation is being worked on.

More than two thirds of staff work from one of the fourteen field offices. The staffing at head office in Andijk has increased from 52.5 FTE to 58 FTE, a growth of eleven percent. With this, the staffing plan 2013 has been realised. For an organisation chart, see Annex D.

	2012 DORCAS NL	2012 FIELD OFFICES	TOTALS/ AVERAGES 2012	2013 DORCAS NL	2013 FIELD OFFICES	TOTALS/ AVERAGES 2013
NEW EMPLOYEES	20	38	58	13	47	60
EMPLOYEES LEFT DORCAS	10	2	12	8	20	28
NUMBER OF EMPLOYEES	65	121	186	72	150	222
NUMBER OF FTE'S	52.5	120.5	173	58	150	208
PARTTIME	60%	0,5%	30%	65%	0%	32.5%
FEMALE EMPLOYEES	52%	36%	44%	49%	37%	43%
MALE EMPLOYEES	48%	64%	56%	51%	63%	57%
AVERAGE AGE	44	37	41	45	38	42

Table 2.1: Employees as per 31 December 2012 en 31 December 2013. Source: HR administration Dorcas.

### *Assessment and salaries*

Most annual staff appraisals (in the Netherlands) took place before the summer of 2013. The assessment interviews took place in November and December. Based on the results of the assessments, the annual salary increments were determined in accordance with the regulation that anyone who has not yet reached the top of his or her salary scale gets a one-step increment. Exceptions to this rule are that no increment is given for underperformance and two steps for excellent performance.

### *Project remuneration field offices*

An internal work group studied the remuneration of staff in the field offices to develop a transparent and similar remuneration structure as is in use for staff in the Netherlands. The harmonised labour conditions, as they were established for employees in the Netherlands, serve as the starting point. The work group also paid attention to the job descriptions and labour agreements in the field offices as well as flexible labour agreements. This project will continue in 2014.

## 2.3 Cooperation in the Netherlands and abroad

Dorcas works with various partners. For fundraising, Dorcas seeks cooperation and alliances with (international) companies, funds, foundations, churches and organisations. Thanks to their involvement, Dorcas is able to raise additional funds. During the execution of projects, Dorcas works together with local partner organisations. These are strongly rooted in the local communities and they identify with the Dorcas vision, mission and values. For finding and amplifying public support for its aid and development projects, Dorcas cooperates with other non-governmental organisations. This

cooperation offers opportunities for all parties to learn from and enforce each other.

### *Prisma/ICCO alliance*

Dorcas is a member of Prisma, an association of Christian organisations in the Netherlands who work in developmental assistance. Co-Prisma is an organisation that emerged from Prisma for members that receive government funds through the Co-Financing system (CFS) through the ICCO alliance. ICCO, established in 2012, is a collaboration of Co-Prisma, Kerk in Actie and Edukans. The government has indicated that after the current funding period, from 2011 up to and including 2015, there will be no equivalent follow up for this funding where private organisations in the Netherlands can turn to for obtaining funding for development cooperation. To this purpose, Co-Prisma and ICCO discuss possible compensation possibilities for the loss of funding.

Dorcas only partially relies on these CFS funds and the negative impact of the termination of this funding is therefore limited. Because Dorcas sees opportunities for obtaining institutional funding, it remains a member of Co-Prisma and joint owner of ICCO via Co-Prisma.

Dorcas sees opportunities in the field of combined institutional fundraising, creating and facilitating local cooperation with other interested parties in the implementation of projects and exchanging knowhow. Dorcas does not see practical advantages of an approach in which ICCO takes over the control of the projects. The results of a pilot project that was assessed in 2013 underlines this point of view.

The Christian Platform Eastern Europe, part of Prisma, was co-established by Dorcas at the end of 2013. This platform stimulates relief and development support for the poor in Eastern Europe, especially the Roma communities.

### *Aflatoun*

Aflatoun is based in the Netherlands. It offers a life skills training programme for children. In 2013, Dorcas trained project staff in the Aflatoun programme and implemented it in three child development projects.

### *Relief cooperation*

Since 2008, Dorcas is part of the Christian disaster relief cluster together with Red een Kind (Save a Child), Tear, Woord en Daad (Word and Action) and ZOA (Refugee Care). These organisations collaborate on fundraising, publicity and programme implementation, depending on where the need for emergency relief exists. In 2013, the Christian disaster relief cluster campaigned for Syrian fugitives and for the victims of the typhoon on the Philippines.

### *Micha campaign*

Poverty and oppression find their roots in injustice. For this reason, Dorcas joined the Micha campaign which unites 500 churches and organisations worldwide in reducing poverty and enabling righteousness.

### *Evangelical Alliance*

In 2013 Dorcas joined the Evangelical Alliance, a missionary network organisation representing more than 120 organisations, six established churches and several hundred

communities and individuals to make the gospel heard and seen.

As a member of the EA, Dorcas is connected to an extensive network of churches and organisations that act on the word of the gospel. Dorcas sees its work as a service to the church. Many people become involved with Dorcas as church members. In turn, the volunteers motivate their congregations to heed the poor.

#### *Partos*

In 2013, Dorcas terminated its membership of Partos. As a member of Prisma, which is a member of Partos, Dorcas stays connected to Partos.

## 2.4 Social contributions

### *Social activation and awareness*

Dorcas activates people to do something for the poor in Africa and Eastern Europe. Volunteers work for Dorcas in many different ways. It makes people aware and it connects them. Dorcas finds it important to service churches and helps them help the poor. By organising trips to the projects in Eastern Europe and Africa, Dorcas creates attention for poverty reduction.

In Romania and South Africa, Dorcas raises awareness with food campaigns during the Blue Bucket Campaign.

### *Environment*

Dorcas established environmental criteria for partner organisations in the projects in Eastern Europe and Africa. The projects make use of clean energy and energy saving means, they cooperate by recycling materials, CO2 reduction, replanting and reforestation. In the Netherlands, Dorcas actively re-uses materials and reduces waste. Documents are distributed digitally when possible and uses FSC-certified recycled paper for printing.

## 2.5 Social valuation

### *Transparency Price*

The Transparency Price is awarded in the Netherlands by PwC and the Civil Society Foundation to the charitable organisation that publishes the most transparent annual report. In 2013, for the third consecutive year, Dorcas scored a top eight position. Transparency and relevance remain essential conditions for Dorcas in maintaining good



relations with its stakeholders.



## ISAIAS (16) LOOKS AFTER HIS BROTHER AND SISTERS

**ISAIAS' PARENTS LEFT THEIR CHILDREN. HIS MOTHER REMARRIED A MAN 350 KILOMETRES AWAY, AND HIS FATHER, WHO IS ADDICTED TO ALCOHOL, VISITS EVERY MONTH, BUT OTHERWISE FAILS TO LOOK AFTER HIS CHILDREN. THE CHILDREN LIVED IN A HUT IN THE COUNTRYSIDE WITH A LEAKING ROOF AND WALLS THAT DID NOT OFFER ANY PROTECTION BUT SOME SHADE. THEY LACKED BLANKETS, TOILETRIES AND OTHER NECESSITIES SUCH AS SOAP AND COOKING EQUIPMENT.**

The children hardly wore clothes and the youngest children still wetted their clothes, because they were not toilet trained yet. The neighbours and the leaders of the village did not take care of the children, because their parents are still alive. This made Isaias very sad.

As the oldest child, Isaias looked after his younger brother and sisters: Rute, a girl going to school at the time the photo was taken, Malida, a crippled girl of ten years old, the malnourished Filipe of eight and the six-year-old Teresa. After school Isaias tried to make ends meet working on the land of a neighbouring farmer and selling charcoal on the street. For the long term Isaias sets his hope on education. He is ambitious to graduate, find a job and be able to provide his brother and sisters with food and shelter.

Dorcas took on these vulnerable children in a health project, because there would be no future for these children without a healthy Isaias. They are now looked after by a local clinic and they can

go there for treatment and medicine for malaria, diarrhoea and open wounds. They also provide the children with the necessary information on reproductive health because Isaias must learn to deal with sexuality in a healthy way because his sisters are vulnerable to forced marriage and abuse. The local clinic aims to put in place water and toilets, in order to reduce water-related diseases and the project staff train people from Isaias' community to take responsibility.



Water-related diseases such as diarrhoea are strongly reduced by providing people access to clean drinking water.

Dorcas works in seventeen countries in Eastern Europe and Africa. With the funds raised and goods collected – as described in Chapter 4 – Dorcas finances a large number of projects. These can be categorised in the following areas of intervention:

- Development
- Social care
- Disaster management

## 3.1 Development

Dorcas works on the continuous improvement of the living conditions in the project countries. The interventions are aimed at reducing the causes of poverty and to empower the people.

### 3.1.1 Health

Dorcas' Health projects concentrate on improving access to good healthcare and on community based preventive health care. The aim of the health projects, partly based on the millennium targets, is to lower the infant and mother mortality, to reduce the outbreak of malaria, and to support a healthy nutritious status of the beneficiaries. In addition, Dorcas seeks to minimise the negative effects of HIV/AIDS on individuals, families and entire communities.

The number of people that gained access to healthcare in 2013 was lower than planned because projects that were specifically aimed at this did not start in 2013 and will not start until 2014. In Kenya and Ethiopia, more orphans and vulnerable children could be supported than planned. This was made possible by the implementation and fundraising activities of Dorcas offices and partner organisations. With the knowledge from previous years, the efforts to raise the income of people with HIV and (caretakers of) orphans and vulnerable children led to better results than was foreseen.

In Zimbabwe a health project scored good results by including men in maternal health issues and in motivating men to accompany their wives to the ante-natal clinic (ANC). This resulted in more women utilising ANC services, which contributed to improved maternal and child health. This is promising for the continuation of the project.

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The Health programmes are implemented in	Albania, Egypt, Ethiopia, Kenya, Ukraine, Russia, Tanzania, South Africa and South Sudan.
Number of projects	21
Objectives for 2013	<ul style="list-style-type: none"> <li>• 43,700 people get better access to health care in terms of quality;</li> <li>• 37,200 people change their behaviour as a result of health information and advice.</li> <li>• 2,100 orphans and vulnerable children grow up in a stable environment.</li> <li>• 1,000 people with HIV, orphans and other vulnerable children have at least 40% more to spend.</li> </ul>
Results in 2013	<ul style="list-style-type: none"> <li>• 30,812 people gain better access to health care in terms of quality;</li> <li>• 32,557 people change their behaviour as a result of health information and advice.</li> <li>• 4,487 orphans and vulnerable children grow up in a stable environment.</li> <li>• 1,652 people with HIV, orphans and other vulnerable children have at least 40% more to spend.</li> </ul>
Points of improvement for this sector	<ul style="list-style-type: none"> <li>• Fewer projects than planned were started in 2013. In 2014, increased attention will be aimed at the development and start of new projects that warrant the desired results.</li> </ul>
Expenditure in 2013	1,088,030 euros
Budget for 2014	1,620,000 euros
Sector objectives for 2014	<ul style="list-style-type: none"> <li>• 46,412 people get better access to health care in terms of quality;</li> <li>• 41,734 people change their behaviour as a result of health information and advice.</li> </ul>

COUNTRY	HEALTHCARE	BEHAVIOURAL CHANGE	CARE FOR AIDS ORPHANS	INCREASED INCOME
ALBANIA	260	120		
EGYPT	2,000	1,200		
ETHIOPIA	24	3,907	408	61
KENYA	3,274	15,550	2,172	682
UKRAINE	1,374	432		
RUSSIA	54	104		
TANZANIA	4,473	3,000	52	120
ZIMBABWE	3,036	399		689
SOUTH AFRICA	3,317	845	1,855	100
SOUTH SUDAN	13,000	7,000		
<b>TOTAL</b>	<b>30,812</b>	<b>32,557</b>	<b>4,487</b>	<b>1,652</b>

Table 3.1: Number of people in project countries who received support through the Health programme.  
Source: administration Dorcas.



In 2013, Dorcas supported 13,000 people in South Sudan, many of whom were children.

## 3.1.2 Water, Sanitation and Hygiene (WASH)

Dorcas supports projects that care for and empower the poor and oppressed through improved access to and use of safe water and sanitation facilities and improved sanitation and hygiene behaviours. These projects break the transmission routes of water-related diseases which lead worldwide to two million diarrheal deaths per year (source: World Health Organisation). As a result of improved sanitation habits the general wellbeing of communities and their surroundings are of a higher standard due to minimised open defecation. In this way WASH programmes lead to increased self-respect, self-reliance and ownership by creating an environment in which people live in dignity and can participate in daily life activities and decision-making processes.

In 2013, several factors contributed to the disappointing results in the WASH projects and delayed implementation of the projects. These relate to technical problems (Mozambique and Tanzania), political and safety issues (Egypt and South Sudan) and the delayed recruitment of a programme coordinator WASH.

Beneficiary participation, active involvement and own contribution are crucial to secure ownership of WASH projects. All beneficiaries in Egypt contributed to the installation of water connections in their homes. Influential community representatives also helped in looking at solutions when someone could not afford the water connection in their homes. Despite the difficult conditions and security issues in the country, Dorcas is grateful that a WASH project could be implemented in Egypt in 2013.

Access to drinking water near the home saves precious time and energy of mostly women and children. In Mozambique, some people used to fetch water fifteen kilometres from their homes. There were water-related conflicts in the community, people had to wake up at three o'clock in the night to fetch water and children bathed just once per week. Now they have an elephant pump less than 400 metres away.

The WASH programmes are implemented in	Albania, Egypt, Ethiopia, Kenya, Mozambique, Tanzania
Number of projects	7
Objectives for 2013	<ul style="list-style-type: none"> <li>• 36,900 people get access to clean drinking water within a radius of one kilometre from their home.</li> <li>• 23,700 people use improved sanitary facilities.</li> <li>• 35,600 people show improvement in the area of hygiene (such as washing hands after using the toilet).</li> </ul>
Results in 2013	<ul style="list-style-type: none"> <li>• 23,856 people get access to clean drinking water within a radius of one kilometre from their home.</li> <li>• 22,186 people use improved sanitary facilities.</li> <li>• 33,201 people show improvement in the area of hygiene after information and advice.</li> </ul>
Points of improvement for this sector	<ul style="list-style-type: none"> <li>• In the development of new projects for 2014, more attention will be paid to which vulnerable groups need extra attention, how they can be optimally supported and what activities are needed.</li> </ul>
Expenditure in 2013	579,281 euros
Budget for 2014	1,035,000 euros
Sector objectives for 2014	<ul style="list-style-type: none"> <li>• 42,100 people get access to clean drinking water within a radius of one kilometre from their home.</li> <li>• 30,100 people use improved sanitary facilities.</li> <li>• 39,500 people show improvement in the area of hygiene.</li> </ul>

COUNTRY	WATER	SANITATION	HYGIENE
ALBANIA	1,250	250	650
EGYPT	7,308	7,536	10,000
ETHIOPIA	0	0	0
KENYA	11,398	4,976	13,127
MOZAMBIQUE	3,900	7,000	7,000
TANZANIA	0	2,424	2,424
<b>TOTAL</b>	<b>23,856</b>	<b>22,186</b>	<b>33,201</b>

Table 3.2: Number of people in project countries who in 2013 have been provided with water and sanitary facilities, including the number of persons that showed improved hygienic behaviour. There are no results yet from a new project in Ethiopia. A project was started in Tanzania that has not reported results on access to water. Source: administration Dorcac.



In Egypt, people contributed to the construction of water connections in their homes.

## 3.1.3 Sustainable livelihoods

The Sustainable Livelihoods sector conveys the vision of Dorcas by enabling poor households to achieve a sustainable livelihoods. The essence of the sustainable livelihoods approach is to motivate and empower people so they take charge of their own development process. The sustainable livelihoods projects build on the talents and assets that the poor have and support them in developing valuable skills, cooperation structures, access to financial services, access to inputs, access to production and processing equipment and marketing strategies. Building the capacity of the poor and other local stakeholders to advocate for their rights is seen as an additional crucial compound for achieving a sustainable impact and creating an environment where people can thrive and where their rights are respected by their local and national governments.

### ASSOCIATIONS

Poor people receive a very small part of the added value that is created in value chains. Usually they are the producers at the bottom of the value chain. They are paid low prices for the products or crops they produce due to lack of bargaining power, low quality products and absence of market information. Dorcas intervenes in these value chains by organising farmers and producers in associations, facilitating marketing contracts and access to loans and increasing the purchasing and negotiation power upstream and downstream the value chain. In 2014 Dorcas wants to focus more on value chains for specific products such as briquettes, nuts and seeds and the packaging of products. It is expected that this will increase the impact of the value chain development efforts and will lead to more added value for Dorcas' poor target groups.

## BIO FUEL

One of the highlights in 2013 was a project in Ethiopia aimed at producing bio fuel. Wood and charcoal are the main cooking fuels of poor households in Ethiopia. This causes high deforestation, erosion and reduces carbon dioxide storage capacity. In Ethiopia deforestation is a big problem. The prices for firewood and charcoal have risen dramatically and household fuel has become a significant component of household spending.

Dorcas started an innovative project that introduces biomass briquettes as an alternative household cooking fuel. These briquettes are produced by some of the poorest households in Shashemene and offer good income-generating possibilities combined with a much more environmental-friendly source of cooking fuel. The briquettes can be produced from many different biomass waste materials like sawdust, paper, coffee husks and agricultural residues. In 2013 the production line was set up and local producers were trained. In 2014 the focus will be on supporting the market introduction of this cleaner alternative cooking fuel.

Sustainable livelihoods programmes are implemented in	Moldova, Romania, Albania, Egypt, Ethiopia, Sudan, South Sudan, Kenya, Tanzania, South Africa
Number of projects	29
Objectives for 2013	<ul style="list-style-type: none"> <li>• Enabling 3,340 households (16,700 people) to earn a sustainable income above the poverty level.</li> <li>• Enabling 2,270 households (11,350 people) to increase their income with at least 40%.</li> <li>• Enabling 2,290 households (11,450 people) to produce sufficient food and achieve food security.</li> </ul>
Results in 2013	<ul style="list-style-type: none"> <li>• 3,420 households earn a sustainable income above the poverty level.</li> <li>• 3,030 households increased their income with at least 40%.</li> <li>• 2,260 households are food secure.</li> </ul>
Points of improvement for this sector	<ul style="list-style-type: none"> <li>• Further programme integration with Health, WASH and Child Development is necessary to address the different obstacles that withhold poor households to reach a sustainable livelihood.</li> <li>• Programmes can focus more on value chains for specific products to increase sustainable impact</li> </ul>
Expenditure in 2013	1,424,036 euros
Budget for 2014	1,980,000 euros
Sector objectives for 2014	<ul style="list-style-type: none"> <li>• Enabling 3,640 households (18,200 people) to earn a sustainable income above the poverty level.</li> <li>• Enabling 2,410 households (12,050 people) to increase their income with at least 40%.</li> <li>• Enabling 2,430 households (12,150 people) to produce sufficient food and achieve food security.</li> </ul>



COUNTRY	NUMBER OF HOUSEHOLDS WITH AN INCOME ABOVE THE POVERTY LINE	NUMBER OF HOUSEHOLDS WITH AN INCOME INCREASE OF AT LEAST 40%	NUMBER OF HOUSEHOLDS THAT ARE FOOD SECURE
MOLDOVA	82	50	82
ROMANIA	18	18	40
ALBANIA	161	150	-
EGYPT	886	886	-
ETHIOPIA	565	535	320
SUDAN	120	120	-
SOUTH SUDAN	650	466	798
KENYA	314	185	622
TANZANIA	567	522	138
SOUTH AFRICA	54	95	258
<b>TOTAL</b>	<b>3,417</b>	<b>3,027</b>	<b>2,258</b>

Table 3.3: Number of people that Dorcas supported in 2013 in the Sustainable livelihoods programme. Source: administration Dorcas.



Young people learning a trade in the vocational training centre in Awassa, Ethiopia.

## 3.1.4 Child Development

The sector Child Development wants to improve the wellbeing and prospects of poor and vulnerable children in the project countries and Dorcas aims to offer them a safe environment to grow up. In 2013, Dorcas introduced the child protection policy. All staff involved in projects dealing with children signed this policy. By signing this document, employees make sure that children will be protected while participating in the projects. The document informs staff how to handle when there is suspicion of harassment or abuse of children.

In 2013, Dorcas conducted a study on the quality of psychosocial support in Child Development projects. One of the conclusions was that, in a number of projects, the support can be better defined as social-emotional support. Only in specific cases referral for psychosocial care might be needed. In other projects psychosocial care plays a crucial role, and the study showed that some social workers need training how they can serve beneficiaries with specific needs in the best possible way.

Child Development programmes are implemented in	Albania, Egypt, Moldova, Ukraine, Romania, Tanzania, South Sudan
Number of projects	17
Objectives for 2013	<ul style="list-style-type: none"> <li>• Increasing the well-being of 1,314 vulnerable children and improving their prospects.</li> <li>• Progress in school results with 80% of the beneficiaries.</li> <li>• 3,202 children will be sponsored in child sponsorship projects and 64 students receive a scholarship.</li> </ul>
Results in 2013	<ul style="list-style-type: none"> <li>• 1,556 children have been supported by participation in child development programmes.</li> <li>• The school results have improved for 81% of the beneficiaries who participated in the child development programmes.</li> <li>• 3,114 children were supported in child sponsorship programmes and 81 students received a scholarship.</li> </ul>
Improvements within this sector	<ul style="list-style-type: none"> <li>• Dorcas wants to introduce an integrated approach for inclusive development for Roma communities in 2014. The problem of Roma exclusion and stigmatisation of this minority group in Eastern Europe, requires an integrated approach.</li> </ul>
Expenditure in 2013	1,236,861 euros
Budget for 2014	1,363,500 euros
General sector objectives for 2014	<ul style="list-style-type: none"> <li>• Increase the wellbeing of 1,100 vulnerable children and improving their prospects.</li> <li>• Sponsoring 3,360 children in child sponsorship programmes and 100 students will receive a scholarship.</li> <li>• 30% of child development projects integrated an inclusive approach.</li> </ul>

COUNTRY	TYPE OF PROGRAMME	NUMBER OF BENEFICIARIES
ALBANIA	Rehabilitation for Roma children	105
EGYPT	Rehabilitation programme for vulnerable girls	380
	Day care for disabled children	82
MOLDOVA	Vocational training and job orientation for vulnerable children	65
UKRAINE	Rehabilitation programme for Roma children	263
	Transition Home for teenagers	15
	Holiday camps in Hungary for vulnerable children	76
ROMANIA	Day care for disabled children	50
	Rehabilitation programme for Roma children	198
	Holiday camps in Hungary for vulnerable children	282
SOUTH SUDAN	Rehabilitation of street children	18
TANZANIA	Rehabilitation of street children and orphans	22
<b>TOTAL</b>		<b>1,556</b>

Table 3.4: Number of people who received support through Child Development in 2013. Source: administration Dorcas.

### CHILD SPONSORSHIP AND ADOPT A STUDENT

A sponsored child has access to education, food, health care, and receives material support. Social activities and counselling are offered by social workers. It is important that responsibility for the well-being of the children remains with the parents. That is why in many sponsor programmes, parents or care takers participate in parent committees, which assist in setting priorities in sponsorship programmes. Social workers visit the children and their family at home, and every now and then they visit the children in school. During such a visit the child's needs are discussed as well as possible problems.

Dorcas also has an 'Adopt a student' programme. With this programme, Dorcas offers ambitious youngsters access to a higher education. These youngsters are stimulated to devote themselves during and after their study to their local community or church. They do this, for instance, by doing volunteer work within the child sponsorship programme. In 2013, Dorcas expanded the Adopt-a-Student programme to Ethiopia and is currently developing an Adopt-a-Student programme in Tanzania too.

COUNTRY	NUMBER OF SPONSORED CHILDREN	NUMBER OF SPONSORED STUDENTS
EGYPT	194	21
ETHIOPIA	735	7
KENYA	581	35
LESOTHO	116	
MOLDOVA	356	
MOZAMBIQUE	134	2
UGANDA	253	
UKRAINE	417	16
TANZANIA	328	
<b>TOTAL</b>	<b>3,114</b>	<b>81</b>

Table 3.5: Number of children and students in project countries who received support through child sponsorship programmes in 2013. Source: administration Dorcas.



Dorcas supported 3,114 children in 2013

Dorcas supported 105 Roma children in its rehabilitation project in 2013.

## 3.2 Social Care

The primary goals of Social Care are to provide direct material support to alleviate poverty and to break the social isolation of the marginalised groups in society. Social Care is provided to the most vulnerable people such as the elderly, disabled, chronically ill and large families, female-headed households and unemployed.

Within the area of Social Care, four different programmes can be distinguished. Three of them are specifically linked to a certain target group (Family Care, Elderly Care and Prisoner Care) while the fourth programme (Material Support) is a very broad programme that involves a diverse spectrum of target groups and partner organisations.

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## 3.2.1 Material Support

Material Support (MS) gives material aid to vulnerable people in Eastern Europe and South Africa by shipping materials that were collected by and donated to Dorcas in the Netherlands. MS is an important tool for local churches and organisations to reach out to the poor in their communities. It is an encouragement for the beneficiaries and it helps them break out of social isolation. The most vulnerable people served through MS are elderly, disabled, chronically ill and large families, female-headed households and unemployed. Material support mainly concerns food (parcels), clothing, blankets, hygiene materials, household materials and furniture. Beneficiaries of this programme are visited frequently and/or invited to social activities organised by the local partner. Often local volunteers assist with the distribution and social activities. Unfortunately in Ukraine beneficiaries did not receive all planned support because Ukrainian government regulations restricted shipment of humanitarian transports which resulted in sending only 8 MS transports instead of the planned 25. For a number of the most needy beneficiaries, local food parcels were purchased to compensate for this. The number of beneficiaries in South Africa was high because, in addition to the goods from the Netherlands, many relief supplies – especially food – were obtained locally in South Africa.

In the following countries material support is extended:	Albania, Moldova, Romania, Russia, South Africa and Ukraine
Number of projects within this sector	12
Objectives for 2013	<ul style="list-style-type: none"> <li>• Enhancing the well-being of 39,000 vulnerable people by giving them material support.</li> <li>• The beneficiaries rate the quality of material support with a 7.5 on a scale of 1 – 10.</li> </ul>
Results in 2013	<ul style="list-style-type: none"> <li>• The well-being of 72,505 people has been enhanced after they received material support from Dorcas.</li> <li>• A survey done by the local partner organisations showed that the level of satisfaction of the beneficiaries averaged 7.6.</li> <li>• In addition to the GMS focus countries, three transports with material support for vulnerable people were distributed through organisations in Serbia and Bosnia.</li> </ul>
Points for improvement within this sector	<ul style="list-style-type: none"> <li>• In 2014 Dorcas wants to improve the match between demand and supply of goods for GMS projects.</li> </ul>
Expenditure in 2013	469,728 euros
Budget for 2014	463,500 euros
General sector objective for 2014	<ul style="list-style-type: none"> <li>• Improving the well-being of 38,000 vulnerable beneficiaries by giving them material support.</li> </ul>

COUNTRY	NUMBER OF BENEFICIARIES
ALBANIA	503
MOLDOVA	3,447
RUSSIA	3,090
UKRAINE	11,561
ROMANIA	12,360
SOUTH AFRICA	41,544
<b>TOTAL</b>	<b>72,505</b>

Table 3.6: Number of people that received material support in 2013. Source: administration Dorcas.



## 3.2.2 Family Care

Dorcas' Family Care programme supports local partner organisations in three countries in Eastern Europe that provide support to marginalised families in their community on a regular basis. The marginalised families are large families, single-parent families, or families with members who have an illness or handicap, or families who are dealing with unemployment or addiction. The support that is provided to these families consists of material support as well as counselling. The material support is distributed at least six times a year and mainly consists of food and clothes for the family. Other materials provided include furniture, kitchen utensils and school materials. Many of the families experience social isolation because of difficult living conditions. The families are visited twice a month by a social worker and receive moral and practical support and pastoral care. The partners organise recreational and spiritual activities for the families, or summer camps for the children. Where possible the Family Care programme also supports initiatives to increase the income of beneficiaries so they can become self-reliant.

The Family Care programmes are implemented in	Albania, Moldova and Ukraine
Number of projects within this sector:	6
Objectives for 2013	<ul style="list-style-type: none"> <li>• Providing 2,000 marginalised families with material support</li> <li>• Beneficiaries rate their improved wellbeing with at least an 8.1 on a scale of 1–10 as a result of the support they receive.</li> </ul>
Results in 2013	<ul style="list-style-type: none"> <li>• 2,041 marginalised families received support through Family Care projects.</li> <li>• Beneficiaries rated their improved wellbeing with a 7.9 as a result of the given support.</li> </ul>
Points for improvement within this sector	<ul style="list-style-type: none"> <li>• In 2014 the design of the Family Care programme will be re-assessed and where possible revised to make a better match with the needs of the families.</li> </ul>
Expenditure in 2013	318,621 euros
Budget for 2014	315.000 euros
General sector objective for 2014	<ul style="list-style-type: none"> <li>• Supporting 2,000 families</li> </ul>

COUNTRY	NUMBER OF FAMILIES
ALBANIA	216
MOLDOVA	842
UKRAINE	983
<b>TOTAL</b>	<b>2,041</b>

Table 3.7: Number of families in project countries that received support through the Family Care in 2013. Source: administration Dorcas.





More than two thousand families received support through Dorcas' Family Care programme in 2013.

### 3.2.3 Elderly Care

Dorcas supports poor and lonely elderly people in Eastern Europe and Africa with its Adopt-a-Granny programme. These elderly people often lack the support of family or community members. Dorcas offers them material support, food, help in paying their bills, social activities and pastoral care. In Albania and Ukraine, Dorcas supports two elderly care projects that provide day care for the aged.

In 2013, Dorcas developed a new Adopt-a-Granny project in Negresti, one of the poorest areas in Romania. In 2014, the partner organisation will select grannies who qualify for this programme. After a needs assessment in Sakila, Tanzania, Dorcas built three houses to improve the living conditions of three grannies without shelter. In Moldova, beneficiaries received briquettes instead of firewood in the fall of 2013. Briquettes are better for the environment and they are easier to handle.

Countries	Albania, Egypt, Lesotho, Moldova, Mozambique, Ukraine, Romania, Russia and Tanzania.
Number of projects	22
Objectives for 2013	<ul style="list-style-type: none"> <li>Supporting 4,924 marginalised elderly with material support, pastoral and psychosocial care and social activities.</li> <li>The number of elderly without social contacts decreased to 10%.</li> </ul>
Results in 2013	<ul style="list-style-type: none"> <li>4,659 elderly were supported through the elderly care programmes</li> <li>The number of elderly without any social contacts decreased to 8%.</li> </ul>
Points for improvement within this sector	<ul style="list-style-type: none"> <li>Dorcas is planning an evaluation on the Adopt a Granny projects in Eastern Europe in 2014 to share knowledge, best practices and lessons learnt. Dorcas wants to measure the impact of these projects on the lives of grannies in the different projects and increase this where needed.</li> </ul>
Expenditures in 2013	1,126,930 euros
Budget for 2014	1,220,895 euros
General sector objective for 2014	<ul style="list-style-type: none"> <li>Supported elderly indicate that their wellbeing increased to the score 4 on a 1 – 5 scale</li> </ul>

COUNTRY	NUMBER OF SPONSORED ELDERLY
ALBANIA	250 (excluding 115 in day care centre)
ETHIOPIA	472
EGYPT	190
LESOTHO	76
MOLDOVA	1,031
MOZAMBIQUE	77
UKRAINE	685 (excluding 58 in day care centre)
ROMANIA	628
RUSSIA	818
TANZANIA	432
<b>TOTAL</b>	<b>4,659 (excluding 173 in day care centre)</b>

Table 3.8: Number of people in project countries who received support through Elderly Care in 2013.  
Source: administration Dorcas.



Elderly people in Eastern Europe and Africa are supported in Adopt a Granny projects.

## 3.2.4 Prisoner Care

Dorcas has been supporting prisoners as one of the most vulnerable and marginalised groups in the countries where Dorcas operates. Even though prisoners were convicted for crimes they committed, many cases of unfair trials or extremely long sentences for relatively small crimes are common as well as abuse in prisons. In general the circumstances in prisons are very difficult. In Africa the number of prisoners is increasing but not the capacity of the prisons leading to over-crowded cells. Because of poor hygienic conditions, prisoners are exposed to diseases. In Russia for example, tuberculosis is frequently observed in prisons. Families of prisoners and former prisoners too are frequently stigmatised. Dorcas' partners regularly visit a total of 129 prisons to provide social, psychological and spiritual care. Dorcas also assists partners to improve the conditions in prisons with materials and sometimes small repairs. Also reconciliation of (former) prisoners with their families has attention and in some cases material and pastoral support is provided to the families. Another component of prisoner care is rehabilitation of former prisoners to which the partner contributes in different ways.

The prisoner care programmes are implemented in	Egypt, Romania, Russia, Sudan, Tanzania and Ukraine
Number of projects within this sector	6
Objectives for 2013	<ul style="list-style-type: none"> <li>• Helping at least 26,000 prisoners in the Prisoner Care programme break their isolation.</li> </ul>
Results in 2013	<ul style="list-style-type: none"> <li>• 31,230 prisoners have been taken out of social isolation through the Prisoner Care programme.</li> <li>• For Prisoner Care Romania, a manual was developed on rehabilitation of ex-prisoners including elements for psychosocial support. This manual will be contextualised for Prisoner Care in Tanzania.</li> </ul>
Points for improvement within this sector	<ul style="list-style-type: none"> <li>• In 2013 an evaluation of the Prisoner Care project in Russia took place. The recommendations to focus more on rehabilitation, increase attention to families and revise the material support, will be included in the project design.</li> </ul>
Expenditure in 2013	179,662 euros
Budget for 2014	247,500 euros
General sector objective for 2014	<ul style="list-style-type: none"> <li>• Visiting 27,000 prisoners, giving them material support, psychosocial and pastoral help.</li> </ul>

COUNTRY	NUMBER OF PRISONS	NUMBER OF BENEFICIARIES
EGYPT	2	1,720
UKRAINE	29	574
ROMANIA	6	250
RUSSIA	82	16,891
SUDAN	2	115
TANZANIA	8	11,680
<b>TOTAL</b>	<b>129</b>	<b>31,230</b>

Table 3.9: Number of people who received support through the Prisoner Care programme in 2013.  
Source: administration Dorcas.



**Dorcas  
supported  
31,230 prisoners  
in 129 prisons**

In countries where Dorcas operates, conditions in prisons are often abysmal.

## 3.3 Disaster Management

Dorcas supports people who have been affected by disasters. This concerns both natural disasters – such as earthquakes, floods, fires, tornados or drought – and man-made disasters – such as conflicts – which are often accompanied by a flow of refugees and displaced people. Dorcas renders relief, supports people to rehabilitate their lives, works to address the causes of disasters and trains people to prepare for future disasters.

### 3.3.1 Relief

Immediately after disasters, Dorcas renders relief, which includes distributions of food and emergency goods (such as sleeping gear, cooking utensils, personal care products and clothing), temporary shelter, drinking water and sanitary facilities, and supporting people to cover medical expenses.

Dorcas continued its programme in Syria and extended it in the region, starting new projects for displaced people in Syria and Syrian refugees in Lebanon. The other major crisis that Dorcas responded to was typhoon Haiyan (Yolanda) in the Philippines. Dorcas participated in a joint assessment mission to the affected area by the Christian Relief Cluster in the Netherlands and planned to support a shelter rehabilitation programme. Other disasters that Dorcas responded to in 2013 were floods in Mozambique, unrest and violence in Egypt, and winter support in Russia and Romania. In December, turmoil intensified in South Sudan. Dorcas expatriate staff were evacuated and response was put on hold while options were explored to initiate a relief programme to the internally displaced in South Sudan.

COUNTRY	BENEFICIARIES	TYPE OF AID	NUMBER OF BENEFICIARIES
<b>SYRIA</b>	Population of Province Homs hit by conflict	Medical s (surgery) in Hospitrailer	1,132
	Displaced population in all of Syria	Medical support, blankets, hygiene and maternal kits, teaching materials	3,650
<b>LEBANON</b>	Syrian refugees in camps in the Bekaa valley	Food and education	780
	Syrian refugees in buildings in Zahle, Bekaa	Food and winter support	2,220
<b>MOZAMBIQUE</b>	Victims of floods	Food and evacuation support	2,130
<b>EGYPT</b>	Victims of political violence and social unrest	Shelter repair	150
<b>RUSSIA</b>	Vulnerable elderly	Winter support	99
<b>ROMANIA</b>	Vulnerable elderly	Winter support	155
<b>TOTAL</b>			<b>10,316</b>

Table 3.10: Number of people that received Relief from Dorcas and collaborating organisations in 2013. Source: administration Dorcas.

## ANTI-HUNGER CORPS

Food constitutes an important part of the relief Dorcas provides. For food distributions in disaster areas, Dorcas has founded the Anti-Hunger Corps. People can join the Anti-Hunger Corps for five euros a year for which Dorcas can provide twenty meals. The food is provided in project countries and, when needed, in crisis areas outside these countries. Dorcas also supplies meals to vulnerable people such as single, elderly people, leprosy patients, handicapped, street children and beggars. Dorcas does not only provide food; it also works in cooperation with the beneficiaries at more sustainable solutions to food scarcity, for example by setting up vegetable gardens and stimulating people to take on voluntary work in exchange for the meals they receive.

In 2013, Dorcas continued its support of the Hope feeding project for disabled and beggars in Addis Ababa, Ethiopia as well as the support of grannies, people with leprosy and otherwise vulnerable people in Wau, South Sudan.

COUNTRY	BENEFICIARIES	TYPE OF AID	NUMBER OF BENEFICIARIES	NUMBER OF MEALS
ETHIOPIA	Disabled people and people who live in the streets	Food	1.000	312.000
SOUTH SUDAN	Elderly people and people with leprosy	Food	63	33.264
<b>TOTAL</b>			<b>1,063</b>	<b>345,264</b>

Table 3.11: Number of people who received food and aid through the Anti-Hunger Corps in 2013  
Source: administration Dorcas.

### 3.3.2 Rehabilitation

After Dorcas has provided relief, it helps people rebuild their lives. Dorcas helps people clear up the chaos after a disaster, repair damaged houses and roads, repair and clean up water wells and replace swept away toilets. Dorcas does not only act in the event of large-scale disasters, but also in smaller catastrophes that do not receive massive media attention.

Early 2013, the shelter programme for flood victims in Pakistan came to an end in early 2013. In cooperation with *Red een Kind*, eight girl schools that were affected by floods were repaired. Students, parents and teachers of these schools were trained in disaster preparedness. The three year drought rehabilitation programme in Moyale, South Ethiopia completed its first year. Rehabilitation activities included families receiving livestock, agriculture inputs and training. Also self-help groups were started.

### 3.3.3 Disaster prevention and preparedness

Besides giving relief and providing rehabilitation support, Dorcas is also active in helping to prevent disasters, in reducing the risk of a disaster, in ensuring that people are less vulnerable to disasters and prepare themselves better for possible future disasters. Especially in areas where emergency situations occur every year, or regularly, it is important to see how the causes of the disasters can be structurally addressed and people can be made more resilient.



After the selection of a new flood-prone project area in South Sudan, community conversations were held to analyse the negative consequences of flood and start flood risk reduction and preparedness activities. This process will continue in 2014. In the rehabilitation programme of Moyale, Ethiopia the integration of disaster risk reduction (DRR) activities resulted in the start of implementation of village drought risk reduction plans in which people made their own plans on how to address the drought and become less vulnerable. They started to rehabilitate the degraded landscape by engaging in soil and water conservation activities. To become less vulnerable to drought, they diversified their income by starting to cultivate vegetables for the very first time. They did this, after having been organised in self-help groups that save money on a weekly basis that is put together in order to provide loans to its members. The project planned twelve groups, but due to the success and consequent high demand from the people, 41 groups were started.

At the end of 2013 Dorcas applied for funds from the Netherlands Ministry of Foreign Affairs to upscale the project in Moyale, Ethiopia to reach more beneficiaries in Ethiopia and extend it across the border to Moyale, Kenya. The new project area in South Sudan was also included in the application. Dorcas, having become a strategic partner of the Ministry, will receive 3.75 million euro for the coming three years to build the resilience of people against disasters in these three countries. The DRR project in Somaliland project unfortunately had to be broken off due to weak partner performance. In Kenya and Tanzania, DRR activities were integrated in two new livelihood projects in the drought affected areas of Kitui and Handeni.

An application for funds from the Netherlands Ministry of Foreign Affairs in December 2013 resulted in a grant of one million euros for Syrian refugees in Lebanon. Dorcas will use these funds to support newly arrived families with food and extra support during the cold winter months as well as with the registration for prolonged help from the United Nations.

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Disaster Management projects were implemented in	Syria, Lebanon, Mozambique, Egypt, Russia, Romania, Ethiopia, South Sudan and Pakistan.
Number of projects within this sector	15
Objectives for 2013	<ul style="list-style-type: none"> <li>• Development of an integrated disaster management program in a new project area in South Sudan.</li> <li>• Select a new disaster-prone location in Ethiopia.</li> <li>• Respond more often to disasters, with a focus on programme countries.</li> <li>• Improve the capacity and preparation of field offices to respond quickly and accurately to disasters.</li> <li>• More focus on prevention, risk reduction and preparedness for disasters in both the rehabilitation and development projects.</li> </ul>
Results in 2013	<ul style="list-style-type: none"> <li>• In South Sudan a team analysed the situation in Warrap, a new province adjoining the province where Dorcas is currently active and selected a new programme location where we can do both disaster management as well as development projects. After a needs assessment, a programme design was made. By integrating these type of projects, enough time is available to work on the causes of the floods in the area, rather than only responding afterwards.</li> <li>• In Ethiopia a new disaster-prone project area was identified through a similar process of context analysis as in South Sudan.</li> <li>• The Syria response programme was extended and new projects were started in Syria and Lebanon. Dorcas and Cordaid arranged for a Hospitrailer, a mobile hospital in a container, to be sent to Homs where all hospitals were damaged.</li> <li>• Capacity improvement of field offices –South Africa improved its capacity during the Mozambique response.</li> </ul>
Points for improvement	<ul style="list-style-type: none"> <li>• Completing the disaster preparedness plans for the field offices that were planned for 2013.</li> <li>• It was decided to focus disaster preparedness on the most disaster-prone countries and give more attention to this in 2014.</li> </ul>
Expenditure in 2013	399,600 euros
Budget for 2014	441,000 euros
General sector objectives for 2014	<ul style="list-style-type: none"> <li>• Start the implementation of the Protracted Crisis – Programme in Moyale Ethiopia, Moyale Kenya and Warrap State, South Sudan.</li> <li>• Establish Dorcas Lebanon Country office and upscale the relief response to Syrian refugees residing in Lebanon using private funds and the one million euro fund obtained from the Dutch Ministry of Foreign Affairs.</li> <li>• Contribute to the reconstruction of 540 houses and the repair of 660 houses in the Philippines that will improve the living conditions of 1,200 families.</li> </ul>

COUNTRY	BENEFICIARIES	TYPE OF AID	NUMBER OF BENEFICIARIES
PAKISTAN	Flood victims (2012)	Fertiliser and water pump repair	3,980
	Schoolgirls, teachers and parent committees of the schools that were affected by the floods	Repairs to the schools and disaster preparedness training	600
ETHIOPIA	Villages affected by drought in 2011/2012	Income provisions and disaster risk reduction	2,115
<b>TOTAL</b>			<b>6,695</b>

Table 3.12: The number of people who received support in disaster prevention and preparedness in 2013. Source: administration Dorcas.



Dorcas provided relief to Syrian refugees in Lebanon.

**Dorcas provided relief to 18,074 victims of disasters.**

## 3.4 Partner development

As a learning organisation, Dorcas adheres importance to a learning attitude in its partner organisations and attaches importance to the continuous improvements of their capabilities and competences for the quality of its relief and development projects. Because Dorcas can no longer rely on funding from the Dutch government for capacity development, each year one percent of each project budget is set aside for capacity building of the partner organisations.

### OBJECTIVES 2013

In 2013, a partner conference was scheduled in each country where Dorcas has field offices. This conference was meant to inform the partners in more detail about the local developments and corporate affairs such as the project management and evaluation cycle and the partner agreement.

To measure the impact of Dorcas projects and to meet the needs in Eastern Europe and Africa, Dorcas trained all partner organisations in the latest developments in needs assessment this year. Based on such assessments, Dorcas and the partner organisations develop a project that efficiently tackles the needs assessed and will have an impact on the entire community.

### RESULTS

In most countries where Dorcas is active, partner conferences took place. Training programmes were prepared for the partner organisations. The partners in Russia and Dorcas Russia decided to hold an online seminar because of the distances involved. The training on needs assessment provided the partners with more insight into the preparations, implementation and reporting of this type of study.

Due to political unrest, the conference in Egypt could not take place. In Tanzania, the subject institutional fundraising was also discussed. In Ethiopia, Dorcas organised an extra conference on climate adaptation in development projects for partner organisations as well as local government representatives. In Kenya, the consequences of the new government of provinces on the implementation of projects was explained and how to improve the cooperation with the local authorities.

### PREVIEW 2014

Dorcas aims at establishing new policies for capacity building in 2014, particularly to shift the focus from training to coaching and cooperating with local less experienced partners. After a period of cooperation with Dorcas field office staff, they will be able to take over the management and independently continue the projects. This new strategy leaves room for regional differences. In 2014, Dorcas with the partners will pay further attention to more general topics such as human rights, innovation, HIV/AIDS gender, sustainability and the environment.

## 3.5 Monitoring and evaluation

In 2013, Dorcas worked with a new system for Planning, Monitoring and Evaluation (PME). For Calls for Proposals, organisations in the project countries are invited to submit concept notes to Dorcas. Dorcas chooses the best ideas and these are developed into good quality project proposals by the partner organisations with the support from the field offices and Dorcas' head office. This way of working increases the quality of the proposed project.

### PLANNING

The project design, planning and process control of the implementation and progress are based on the Project Cycle Management system. This system helps the organisations in setting up a project and to record the proceeding and results in a structured manner. One of the planning instruments used by Dorcas is the logical framework or logframe which clearly describes the objectives and indicators.

## MONITORING

The logframe is structured to collect mainly quantitative data on project progress and is standardised within Dorcas. The limited space for registration of qualitative data concerning progress is a limitation of this system. That is why Dorcas asks its field offices and partner organisations, in addition to the logframe to register qualitative data on deviations from the planning and lessons learned. The partner organisation reports to the field office on the progress of projects four times a year (minimally). The progress is reported twice yearly to the appointed Programme Coordinator at head office in the Netherlands. The partner organisation reports financial results to Dorcas each month.

## EVALUATION

On a regular basis, Dorcas evaluates the current and past projects in so-called midterm and end-of-project evaluations. In 2013, four project evaluations took place. Dorcas selects the projects to be evaluated based on a number of criteria. The project evaluation objective is to establish its effectiveness, efficiency, sustainability en relevance. A project evaluation can be an addition to the regular process control. The results of evaluations are used by Dorcas to improve the quality of the current projects, to better meet the needs of the beneficiaries and to take good decisions about new projects. Moreover, the evaluations are a means to take responsibility towards the donors.

Dorcas considers evaluations as a means to learn from within its organisation. Where possible, Dorcas employees in head office or in one of the field offices perform these evaluations. These people know the organisation and are therefore often sufficiently knowledgeable about the project to make feasible recommendations. It also offers people the opportunity to 'have a look' in another country, to exchange experiences, get new ideas and increase evaluation skills. Atilla Daray, Dorcas' country director in Romania, was involved in an evaluation of a vocational training centre in Albania. He stated that it was a 'very interesting experience because we do not have a similar project in our country. Being involved in an evaluation can confirm that we are on the right track. It is good to cooperate with colleagues from other countries and to learn from each other.'

In 2013, Dorcas also assessed the sector Child Development. Investigations were done to the quality of psychosocial care and to what extent it meets the needs of the children. It was concluded that the implementation of this care was not entirely unambiguous. It is necessary to structurally determine what kind of care, varying from social-emotional support to psychosocial care, is needed for the various kinds of child development projects. After that, the qualifications of the social workers must be improved to meet the care needed.

## 3.6 List of partner organisations in 2013

### ALBANIA

- Diakonia Agapes - Tirana
- Emanuel Mission Foundation - Korça
- Family Health Care Association - Korça
- Integration Association Tropoja - Bajram Curri
- Tabita Foundation - Korça

### MOLDOVA

- Asociatia de Binefacere 'Elim-Moldova' - Singerei
- Christian Foundation Titus - Telenesti
- Dinar - Chisinaiu
- El-Sadai - Chisinaiu
- Hope to Children - Floresti
- The Salvation Army - Chisinaiu

### UKRAINE

- Charitable Organisation 'New Hope Center' - Zaporozhie
- Dobra Vistka - Krivoy Rog
- Favor - Krivoy Rog
- Good Samaritan Children's home - Nagydobrony
- Light of Resurrection - Donetsk
- New Beginning - Mukachevo
- New Life - Mukachevo
- Phoenix - Mukachevo
- Reformed Church - various locations
- Ukrainian Gospel Mission - Lutsk

### ROMANIA

- Christian Center Betania - Oradea
- Christian Foundation Diakonia - Cluj-Napoca
- Lord's Army Association - Gherla
- Pro Christo et Ecclesia Association (CE) - Targu Mures, Zalau, Oradea
- Tamasz association - Vársolt, Zalau

### RUSSIA

- ACET - South-West Russia
- Charitable fund Evangelskoe Miloserdie - N. Tagil
- Charitable fund 'Gorod Miloserdliya' - Orenburg
- Charitable fund Nadezhda Est - Tula
- Charitable fund of psychological and social rehabilitation Vosstanovlenie - Morshansk
- Charity fund 'Ruka Pomoschi' - Stavropol
- Cultural and educational fund 'Noviy Rassvet' - Ryazan
- NOMCC - Vladikavkaz

- The Peacemakers - Penza

### EGYPT

- Bishopric of Public, Ecumenical and Social Services (BLESS)
- Evangelical Church
- Evangelical Mission in Aswan
- Kasr El Dobarah Evangelical Church (KDEC)

### ETHIOPIA

- Addis Hiwot Integrated Sustainable Development Organisation (AHISDO) - Addis Ababa
- Bole Kifle Ketema Ideroch Council - Addis Ababa
- Ethiopian Guenet Church Development and Welfare Organisation - Addis Ababa
- Ethiopian Mulu Wongel Amagnoch Church Development Organisation - Addis Ababa
- HOPE Enterprises - Addis Ababa
- Life in Abundance - Jimma
- Selam Awassa Business Group - Awassa

### KENYA

- Anglican Church of Uganda, Kisiizi Hospital - Kabale, Uganda
- Kitise Rural Development - Kitise, Mwanja, Makueni
- Muangeni Rural Development - Ikutha
- Muthetheni Parents Committee - Muthetheni
- North Gem Community Development Program - Siaya
- Redeemed Gospel Church - various locations
- Shokut Naretoi Community Project - Naretoi
- Wikivuvwa Development Action - Mwingi

### MOZAMBIQUE

- Assemblia De Deus Africana - Avante na Fe Ministries - Inhaminga
- Fambizanai Association - Nhamatanda

### SUDAN

- St. Joseph Vocational training centre - Khartoum

### TANZANIA

- Anglican Church Diocese of Mara - Mara
- Free Pentecostal Church of Tanzania - Handeni

- International Evangelism Church - Arusha
- Magugu Lutheran Parish - Babati/Kongwa
- New Life in Christ - Kilimanjaro
- Olokii Lutheran Parish - Arusha
- Sanya Juu Roman Catholic Church - Siha

### ZIMBABWE

- Diocese of Mutare, Community Care Program - Manicaland
- Reformed Church in Zimbabwe, Community Based Aids Programme - Masvingo

### SOUTH AFRICA

- Tabitha Ministries - KwaZulu Natal
- Tsibogang Christian Action Group - North West Province
- Zimele Developing Community Self-Reliance - KwaZulu Natal

### SOUTH SUDAN

- Catholic Diocese of Wau - Wau
- Christian Agenda for Development (CAD) - Kangi
- Diocese of Rumbek with the Episcopal Church of Sudan - Rumbek
- Caritas Diocese of Wau - Zuid-Soedan

### RELIEF AND REHABILITATION

- Bishopric of Public, Ecumenical and Social Services (BLESS) - Egypte
- Charitable Fund 'Nadezhda Est' - Rusland
- Ethiopian Muluwongel Amagnoch Church Development Organisation (EMWACDO) - Ethiopië
- Stichting Red een Kind/Partner Aid International - Pakistan

### VARIOUS PARTNERS IN SYRIA, LEBANON AND JORDAN



# SAVING MAKES A DIFFERENCE

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**MOYALE IS A REGION IN SOUTHERN ETHIOPIA. BEFORE THE LONG DROUGHT IN 2010 AND 2011, THE INCOME OF MANY OF ITS INHABITANTS DEPENDED ON THEIR LIVESTOCK. THERE ARE NOT MANY ALTERNATIVE SOURCES OF INCOME.**

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Fortunately, many authorities and organisations came to relief. Dorcas was one of them. After meeting the most acute needs, many parties left the area, Dorcas stayed to address the causes of drought and to empower the Moyale people by providing agricultural training, seeds of drought-resistant crops and the introduction of alternative sources of income.

Dorcas helps people to help each other. Self-help groups, consisting of farmers and their families, save small amounts of money and provide loans to individual members of the group. Saving was a fairly unknown concept to these people, because they were used to receiving free support from governments and organisations. This free support kept them dependent. They discovered that they can make major changes in their environment by the Dorcas approach of saving and investing together.

The position of women in Moyale improved through the cooperation in self-help groups. For example, the Gamachisa-group of twenty women.

They learned how to save, do bookkeeping, write business plans, negotiate and invest. One of the women said: 'The amounts we earned before we started the joint venture were small and did not make a difference in our village. Since we put all our small amounts together and lend it to one of us for the realisation of business plans, I see that our money is changing lives. We can achieve a lot if we cooperate, both in the short and the longer term.'

Dorcas originally envisioned to start twelve self-help groups. The success of these twelve groups, however, was contagious. In 2013, 41 self-help groups were active in Moyale. Because of the low number of vegetable suppliers in Moyale, the self-help groups have a good position at the local market. With the grant received from the Ministry of Foreign Affairs in 2013, Dorcas will invest in setting up more self-help groups and expanding to other areas of Moyale and Borena.



The Adopt a Granny programme provides elderly people with food, clothes, personal attention as well as psychosocial and pastoral care



Communication and fundraising go hand in hand at Dorcas. The involvement and financial support of its supporters make it possible for Dorcas to implement the projects. In a broader perspective, Dorcas addresses the injustice of poverty, involves people in its activities and offers the opportunity to make change happen. Dorcas invites people and organisations to contribute prayer, time, money and goods.

## 4.1 Communication

Dorcas encourages people to make a difference in the lives of the poorest of the poor. Dorcas' vision 'Transforming the lives of the poor and oppressed by sharing God's love' is reflected in all its publications and fundraising activities in writing and in images. Photographs and videos bring Dorcas' story to life and with this story Dorcas wants to motivate people to do something for fellow human beings in Eastern Europe and Africa. Dorcas publishes several periodicals to inform its supporters about the projects that benefitted from the donations and to thank sponsors for their gifts, loyalty and support.

### *Publications*

Dorcas produces an English translation of the 16-page Dutch Dorcas Journal twice a year. The Annual Report is written in Dutch and in English.

### *Website and social media*

The Dorcas website ([www.dorcas.nl](http://www.dorcas.nl)) was launched in April 2013. Thousands of people visit the website and the social media (Twitter, Facebook, LinkedIn). The number of Facebook 'likes' doubled in 2013; the number of Twitter followers increased by 20 percent.

The field offices were active online on [www.dorcas.nl/weblogs](http://www.dorcas.nl/weblogs) from Albania, Ukraine, Mozambique, Zimbabwe, South Africa, South Sudan, Romania, Moldova and Ethiopia. The launch of a new international website and websites for the field offices, planned for 2013, were postponed to 2014 due to the large number of new projects in Marketing and Communication.

Online media unite people who are involved with Dorcas, wherever they are around the globe, and are excellent tools for promoting programmes aimed at reducing poverty and disaster management. Part of the relief campaigns for the victims of the crises in Syria (April) and the Philippines (November) took place online in addition to radio interviews and weblogs, the streaming of a benefit concert and a special website.



Dorcas, Cordaid, the Syrian Red Cross, the Syrian Ministry of Health and Hospitainer joined forces in June 2013 to help victims of the violence in Syria. They sent a mobile hospital – the Hospitrailer – to Homs for medical aid and surgeries. Use a QR app to view this video clip or watch it here: <http://bit.ly/hospitrailer>.

### Preview 2014

In 2014, Dorcas will focus on sharing the stories of the beneficiaries and how Dorcas makes a difference in the lives of the beneficiaries. In 2014, the international website of Dorcas (Dorcas.org) will be re-launched and each field office will get its own website. The campaigns for the various target groups will be integrated. The communication strategy will be reviewed.

## 4.2 Fundraising

Dorcas appeals to many audiences and consequently developed a broad range of fundraising methods.

### Donations for a specific cause

Dorcas ensures that earmarked donations are used for the intended cause. If more money was received for a specific project than needed in that particular year for that project, Dorcas will allocate this money to the same project in the following year. If the reserve is too high or if Dorcas no longer supports the project the following year, Dorcas will use the funds for a similar project in the same region or country. In the event there are no such projects, Dorcas will deposit the money in a general Dorcas fund.

### Fundraising code of conduct

Dorcas respects and handles the extended version of the code of conduct for fundraising that can be found on [www.CBF.nl/keurmerken](http://www.CBF.nl/keurmerken) (Dutch).

### FUNDRAISING OBJECTIVES FOR 2013

The code of conduct identifies the stakeholders and defines the basic values respect, openness, reliability and quality.

- Respect means honouring human dignity and privacy of the identity of people and groups; respect also relates to the freedom of choice and free will of people.

DEPARTMENT	OBJECTIVES FOR 2013	RESULTS IN 2013	RESULTS IN 2012
PRIVATE DONORS	7,200,000 euros	6,287,898 euros	7,248,819 euros
GROUPS	1,520,000 euros	894,507 euros	595,675 euros
GOODS	6,400,000 euros	4,650,942 euros	6,850,241 euros
CHURCHES	650,000 euros	603,881 euros	504,161 euros
DORCAS SHOPS	1,150,000 euros	1,829,349 euros	1,462,610 euros
BUSINESSES	1,400,000 euros	1,156,381 euros	1,292,662 euros
FUNDS, THE NETHERLANDS	1,176,000 euros	1,427,449 euros	1,119,143 euros
INTERNATIONAL FUNDRAISING FIELD OFFICES	251,000 euros	569,051 euros	376,040 euros
DORCAS FUNDRAISING ORGANISATIONS	240,000 euros	153,172 euros	171,844 euros
<b>TOTAL</b>	<b>19,987,000 euros</b>	<b>17,572,630 euros</b>	<b>19,621,195 euros</b>

Table 4.1: Dorcas' fundraising objectives and results 2012 and 2013. Source: administration Dorcas.

- Openness means that all stakeholders are informed about all relevant specific and financial information that pertains to them.
- Reliability means that all stakeholders can be sure that the information provided is true and that the organisation works in a professional and efficient manner to meet the objectives and that the organisation is properly and completely accountable.
- Quality refers to the continuous endeavour to act in a competent, decisive and cost-conscious manner.

## 4.2.1 Private donors

Private donors are people who are personally involved with Dorcas; they give money or goods. Some private donors donate structurally, others give once off, leave legacies to Dorcas or sponsor a granny, a child or a student.

### OBJECTIVES 2013

Raise 7,200,000 euros by:

- An increase of 500 sponsors for the Adopt-a-granny programme;
- The start-up of a programme of major donors; establishing relationships with people who donate large sums of money to Dorcas;
- Focusing on fundraising from legacies and estates;
- Generating more income from the Dorcas Journal.

### Results

A downward trend can be observed in a number of structural donations. Dorcas aimed at finding more sponsors for its Adopt-a-granny programme, as the demand from the project countries is increasing. The campaign planned for 2013 was postponed to 2014. Private donors raised 6,287,898 euros in 2014. The total number of private donors was 69,000 of which 6,500 were sponsors of a granny, child or family.

Dorcas published eight Dorcas Journals in 2013. The circulation amounts to 70,000 copies per issue. In 2013, the new brand identity was introduced which also had an effect on the Dorcas Journal. The downward trend in income from the journal stopped in the summer and started going up in the fall.

### Disaster relief campaigns

In 2013, Dorcas raised funds for the victims of the typhoon in the Philippines and for the victims of the conflict in Syria. Dorcas cooperates with members of the Christian disaster relief cluster. Members of this cluster besides Dorcas are: Red een Kind, Tear, Woord en Daad and ZOA. Dorcas raised a total of 860,000 euros for disaster relief campaigns in 2013.

### Results in 2013

In 2013, Dorcas received 6,287,898 euros from private donors.

There were 69,000 private donors; 6,500 of these sponsored a granny, child, family or student.

Income from legacies was lower compared to 2012.

Total income for Disaster relief in Syria and the Philippines was 860,000 euros.

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### *Preview 2014*

Relationship managers have been appointed for legacies and major donors to offer better services to these special groups of donors. New campaigns for Adopt a granny in 2014 aim to increase the number of sponsors.

## 4.2.2 Volunteers

In 2013, Dorcas merged the teams Groups and Shops into one team 'Volunteers'. Thousands of volunteers are active for Dorcas in the Netherlands. Regional coordinators are responsible for supporting the volunteers in the regions with their fundraising activities. Dorcas shops, which sell second-hand goods such as books, clothing, crockery, furniture and toys, are supported by five team members.

### *Objectives 2013*

- To raise 1,520,000 euros with work groups, schools, youth and campaigns
- Income Dorcas shops: 1,150,000 euros
- Income churches: 650,000 euros
- Collection of goods 4 million euros
- Two new Dorcas shops.

### *Results Groups*

- 900,000 euros from campaigns, including the Food Campaign.
- 600,000 euros from churches.
- 60,000 euros from schools and youth groups
- The Dorcas Food Campaign resulted in 51,000 food boxes and close to 300,000 euros.
- 3.6 million euros were collected in goods by volunteers, mainly in the depots.

Dorcas introduced a new volunteer policy is to better inform, inspire and equip volunteers for their activities. One of the aspects of this policy is a newsletter for all active volunteers. In 2013, team Groups developed a plan to work more effectively and save on expenses by deploying more volunteers for paid staff. For example, unpaid assistant regional coordinators make it possible for regional coordinators to focus on coordination rather than on the execution of the activities. Team Volunteers will measure the effects of this new approach.

### *Results Dorcas shops*

- The results in 2013 well exceeded the objectives (see Table).
- Three new Dorcas shops were opened, leading to a total of 22 shops in 2013.
- Due to the growing number of shops, two more people joined the Dorcas shops team.

### *Preview 2014*

For Groups, Dorcas aims at recruiting more volunteers. Churches will be approached as a unique and separate target group to realise a growth of ten percent in funds.

Dorcas expects an increase of ten percent in net contribution from the Dorcas shops. A new Dorcas shop will open in 2014.

The economic crisis clearly contributes to Dorcas shops' income growth. For 2014, Dorcas aims to maintain the present number of shops and focus on better facilitating existing shops.

## 4.2.3 Businesses

Dorcas' business relations include companies, entrepreneurs, associations of entrepreneurs and the Dorcas entrepreneurial groups. Dorcas entrepreneurial groups are regional entrepreneurs who have joined forces to raise funds for Dorcas' projects. The relationship is growing into one of corporate social responsibility, where the business, its employees and relations of the business all become involved in reducing poverty.

### *Objectives 2013*

- Raising 1.4 million euros in cash from business target groups
- 2.4 million euros worth in goods from targeted businesses
- Dorcas wants to build on existing business relationships and establish new contacts.

Some of the means that team Businesses implemented to reach the objectives set out for 2013:

- Personal contact by structured relationship management
- Supporting the Dorcas entrepreneurial groups in their fundraising and informative activities
- Entrepreneurial trips to projects in Romania and three trips to Tanzania
- Periodical Connect and e-Connect.
- Network meetings in Zwolle and Alkmaar.

In 2013, 'Friends of Dorcas' was introduced and will be further rolled out in 2014.

### *Results 2013*

- A total of 2.6 million euros received in money and goods. This is well below the objective of 3.8 million euros for 2013.
- 1,3 million euros from business relations is below the objective of 1.4 million
- 1.4 million euros in goods is well below the objective of 2.4 million euros.

The lagging results can be partly ascribed to the reorganisation of the fundraising teams within Dorcas to improve the matching of its relationship management to the various groups of donors.

A number of important relations indicated that given the economic constraints, they were compelled to adjust their commitment to Dorcas for 2013. This is offset partly by the start of the 'Friends of Dorcas' and the Kilimanjaro expedition in 2014 which led to a higher number of donors.

The acquisition of goods from company relations stayed far behind the objectives. In 2012, two companies together donated more than two million euros in goods. That was an exceptionally good year. Income from goods in 2013 was similar to that of 2011. Companies most likely manage their stocks more critically. Income from goods in 2013 consists of more but smaller batches than the previous year.

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### *Preview 2014*

In 2014, Dorcas aims to receive 1.4 million euros in funds and 2.4 million euros in goods from business relations. The economic crisis affected Dorcas relatively late and only to a limited extent and slight improvements in the economy will not directly have a substantial positive effect for Dorcas.

#### **DORCAS ENTREPRENEURIAL GROUP IN TANZANIA**

In 2013, a Dorcas entrepreneurial group visited a Dorcas project in Tanzania. Thanks to this group, Dorcas was able to

- Provide access to clean and safe drinking water for 7,580 people.
- Build a clinic to give health care in an area of 4,500 households.
- Train 48 farmers in agricultural specialisms.
- Established 45 gardening groups that were able to grow a range of vegetables by using irrigation systems.
- Build more than 100 fish ponds, to farm fish for consumption and trade.
- Construct twelve energy-saving ovens by lending money to 3,280 people.

## **4.2.4 Funds in the Netherlands**

Dorcas applies for funding in the Netherlands from the Dutch government, equity funds and foundations. The Dutch Ministry of Foreign Affairs distributes its development cooperation budget to a number of development organisations, such as Dorcas, via the Dutch Co-financing System (MFS). The current MFS period runs from 2011-2015.

### *Results 2013*

Team Funds used the internet and databanks for finding and establishing new contacts in 2013. To do so, the team also tapped into existing and new informal networks. Dorcas can count on a large and complex network of churches, work groups and individuals committed to Dorcas. An important task in 2013 was the writing of project proposals for funds. The team aimed at providing clear information on project objectives and related activities as well as inspiring funds with the content of a project proposal. During the year, team Funds reported on the progress of the projects to its relations. Where projects were ended, the results were extensively reported to the relations.

- Dorcas received 537,727 euros from the MFS grant for HIV/AIDS and health projects and for its sustainable livelihoods projects in South Sudan, Kenya, Ethiopia, Zimbabwe and South Africa.
- The Dutch Evangelic Broadcasting company raised 187,122 euros for Dorcas. Most of this was received after a programme was aired about Dorcas projects for Roma children in Albania.
- The relations with the Dr. Hofstee Foundation and the Aqua for All Foundation were continued in 2013. Combined, these two foundations supported Dorcas with 143,326 euros for various projects.

### *Preview 2014*

Dorcas will continue to strengthen its relations with donors, funds and foundations.

## 4.2.5 Institutional fundraising

Institutional fundraising is coordinated at Dorcas' head office in the Netherlands. Because a growing number of institutional funds are becoming available in the project countries, several field offices focused on networking and applying for these funds in 2013. This resulted in more concept notes and approved project proposals.

### *Objectives 2013*

- Raising 251,000 euros from institutional funds
- Further strengthen the relationship with the European Union and the Ministry of Foreign Affairs for disaster relief and development programmes.

### *Results*

- Thirteen project proposals were submitted to institutional funds such as the European Union, Dutch Ministry of Foreign Affairs, United Nations, Deutsche Gesellschaft für Internationale Zusammenarbeit and the Food Security and Rural Entrepreneurship Fund. Three of these were granted for a total of 700,000 euros. Two more were granted early 2014 for a total of 4.75 million euros.

### *Preview 2014*

The field offices will continue local institutional fundraising in 2014 as it offers opportunities for further growth. In the Netherlands, Dorcas will pursue a continued strategic alliance with the Ministry of Foreign Affairs. Dorcas will also apply for funds from the European Union to finance projects.

## 4.2.6 Dorcas Fundraising Organisations

Dorcas also raises funds from individuals outside the Netherlands. It is the primary objective of Dorcas Fundraising Organisations (DFOs) in the United States and Hungary. In addition to working on implementing projects, most field offices too have fundraising objectives. For several years, a part-time director and a board in the United States attempted to raise money for Dorcas projects. They succeeded only partially and it was not sufficient to build on. At the end of 2013, the Executive Board opted for a new approach in the US. This approach, which will be rolled out in 2014, aims at a valuable contribution from the US organisation.

Dorcas has been active in Hungary since the 1980s. More than twenty years ago, Dorcas bought a campsite after the frontiers with Romania opened and more opportunities arose to maintain contacts with churches and offer support. Churches in Hungary and surrounding countries can organise community activities on the campsite. In 2014, Dorcas will open a thrift shop in Hungary, similar to the Dorcas shops in the Netherlands, to finance Dorcas projects.

### *Objectives 2013*

Besides collecting money and goods for projects, Dorcas wants to make churches in Hungary and the US aware of ways to reduce poverty and raise money for the poor, for example by offering diaconal training.

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In Romania and South Africa, the field offices raise funds, for example by selling second-hand goods to retailers or wholesalers. They also approach businesses and private donors asking support for Dorcas projects.

#### Results 2013

The DFOs in South Africa and Romania raised 153,172 euros in funds in 2013.

## 4.2.7 Logistics and goods

The collection of goods is done by three teams: Groups, Businesses and Logistics. Logistics coordinates the processing of goods: collection from the depots, sorting, transport to the central depot and shipping to the projects.

#### Objectives 2013

- Collecting, processing and distributing minimally six million euros in goods.
- Dispatching 150 international freight transports.

#### Results 2013

Besides the delivery and retrieval of campaign materials, trailers were used for campaigns. The Food Campaign is the largest logistic challenge. With the help of some 6,000 volunteers, the campaign was a success.

- Total number of food parcels distributed in 2013: 46,020 (in 2012: 47,683).
- The modernisation of the vehicle fleet was continued in 2013; a lease company offered attractive prices for three company cars as a means of sponsoring Dorcas.

#### Preview 2014

The fleet for transport will be gradually renewed. The purchase of each new bus is preceded by a careful deliberation of the costs and usage. Dorcas does not need to invest in logistic or storage capacity.

## INTERNATIONAL

Of the planned 150 international transports, 126 were realised.

EASTERN EUROPE		AFRICA	
ALBANIA	10	ETHIOPIA	1
BOSNIA	1	LESOTHO	1
HUNGARY	6	MOZAMBIQUE	1
MOLDOVA	23	SOUTH AFRICA	12
RUSSIA	2	SYRIA	2
ROMANIA	32		
SERBIA	2		
UKRAINE	15		
<b>TOTAL</b>	<b>91</b>		<b>17</b>

Table 4.2: Sixteen transports were shipped to Romania and one to Hungary for commercial purposes. These are not included in this Table. Source: Dorcas administration.





# WARMTH FOR LYUDMILA

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**COLD PERIODS AND MANY LOSSES MARK THE LIFE OF RUSSIAN GRANNY LYUDMILA. SHE WAS BORN INTO A WORKING CLASS FAMILY IN TULA. HER FATHER, WHO WAS A MINER, DIED OF PNEUMONIA WHEN SHE WAS ONLY FOUR YEARS. HER MOTHER COULD NOT AFFORD NEW CLOTHES FOR LYUDMILA AND HER YOUNGER BROTHER, SO THEY SUFFERED DURING THE COLD SEASON.**

---

When Lyudmila was twenty-four years old, she met her husband, Mikhail, at the factory where they both worked. They married and had two daughters. Their eldest daughter was disabled and caring for her was tough. Unexpectedly, Mikhail died. Lyudmila was alone and had to take care of both girls. Her youngest daughter became addicted to alcohol and died at a young age. She left her son in the care of Lyudmila. But the boy was involved in an accident and drowned. Lyudmila's health deteriorated after all those losses. A heart attack in 2008 left her with a paralysed back and legs. Since then, she has not been outside. She became lonely and depressed and her small pension was scarcely enough to pay for food and medicines.

Her life changed when she discovered the Dorcas Adopt a granny project in 2011. She received healthy foods and was cheered by the social worker and the volunteers who regularly came to visit her. She could laugh again. Nowadays she makes an effort to help other people.

Lyudmila made new friends thanks to the people she met in the project. One of the volunteers brought Lyudmila fitness weights to train her muscles. Today, she can walk, sometimes leaning on a chair or the wall. For the heating of her old house, Lyudmila received a radiator in 2013. Since that day it is warm and comfortable at home.



Dorcas Family Care programmes offer support to poor, marginalised families in Eastern Europe.

## 5.1 Balance Sheet as per December 31, 2013

(In euros)

	December 31st 2013	December 31st 2013	December 31st 2012	December 31st 2012 1)
<b>ASSETS</b>				
<b>FIXED ASSETS</b>				
<b>Intangible fixed assets (B1)</b>	307,468		22,353	2)
<b>Tangible fixed assets (B2)</b>	2,209,185	2,516,653	2,031,206	2,053,559
<b>Financial fixed assets (B3)</b>		0		27,057
<b>CURRENT ASSETS</b>				
<b>Stocks (B4)</b>	1,119,006		861,279	
<b>Receivables (B5)</b>	767,196		1,117,444	
<b>Liquid assets (B6)</b>	3,711,894		3,311,718	
		5,598,096		5,290,441
<b>TOTAL</b>		8,114,749		7,371,057
<b>RESERVES AND LIABILITIES</b>				
<b>RESERVES AND FUNDS (B7)</b>				
<i>Reserves</i>				
Designated reserve financing assets	2,200,000		2,200,000	
Continuity reserve	1,770,227		1,775,744	
		3,970,227		3,975,744
<i>Funds</i>				
Designated funds projects		2,782,235		1,850,321
<b>LIABILITIES</b>				
<b>Long term liabilities (B8)</b>		437,976		517,937
<b>Short term liabilities (B9)</b>		924,311		1,027,055
<b>TOTAL</b>		8,114,749		7,371,057

1) The comparative figures are taken from the consolidated balance sheet as of 31 December 2012 of the foundations that merged in 2013: Stichting Dorcas Aid International, Stichting Dorcas Hulp Nederland and Stichting Dorcas Winkels.

2) Starting the year 2013, software developments are accounted for as intangible fixed assets. The comparative figures of 2012 have been adjusted accordingly.

## 5.2 Statement of Income and Expenditure 2013

(In euros)

	<i>this year</i>	<i>this year</i>	<i>budget this year</i>	<i>budget this year</i>	<i>last year</i>	<i>last year</i>
<b>INCOME</b>						1)
<b>Income own fundraising (S1)</b>						
General donations	3,249,210		3,750,000		3,129,666	
Legacies	359,965		500,000		959,211	
Project donations	5,910,490		6,597,000		5,933,949	
Donations in kind	4,831,660		6,400,000		6,850,241	2)
Gross profit sold items	2,069,827		1,545,000		1,690,049	
		16,421,152		18,792,000		18,563,116
<b>Income joint appeals (S2)</b>		0		145,000		0
<b>Income third party appeals (S3)</b>		530,600		300,000		304,077
<b>Government grants (S4)</b>		801,596		750,000		754,002
<b>Interest (S5)</b>		39,742		4,000		22,303
<b>Total income</b>		17,793,090		19,991,000		19,643,498
<b>EXPENDITURE</b>						
<b>Spent on objectives (S6)</b>						
Awareness	684,973		838,898		750,482	
Relief and Rehabilitation	687,750		706,251		1,213,754	
Development	5,846,893		6,908,920		6,449,736	2)
Social Care	6,831,747		8,589,526		9,139,999	
		14,051,363		17,043,595		17,553,971
<b>Spent on fundraising (S7)</b>						
Costs own fundraising	1,928,998		1,672,120		1,865,204	
Costs third party appeals	40,234		87,415		59,252	
Costs acquisition government grants	144,026		134,783		136,122	
		2,113,258		1,894,318		2,060,578
<b>Management and administration (S8)</b>						
Costs management and administration		702,072		683,172		646,645
<b>Total expenditure</b>		16,866,693		19,621,085		20,261,194
<b>RESULT</b>		926,397		369,915		-617,696

1) The comparative figures are taken from the consolidated statement of income and expenditure on 2012 of the foundations that legally merged in 2013: Stichting Dorcas Aid International, Stichting Dorcas Hulp Nederland and Stichting Dorcas Winkels.

2) In the comparative figures of 2012, an adjustment has been processed due to a wrong presentation.

This adjustment is commented on under S1.

## RESULT APPROPRIATION 2013

### Added to/withdrawn from:

Designated reserve financing assets
Continuity reserve
Designated funds projects

-
-5,517
931,914
<b>926,397</b>

## ATTRIBUTION OF COSTS

Attribution	objectives				spent on fundraising					total 2013	budget 2013	total 2012	budget 2014
	awareness	relief and rehab.	development	social care	own fundraising	third party appeals	governm. grants	sale of goods	managem. & admin.				
<b>Expenditures</b>													
Cash and goods		494,659	4,925,063	6,247,863						11,667,585	14,185,000	15,029,176	14,186,395
Salaries (L1)	282,139	86,410	501,300	296,403	554,923	20,514	72,387	228,598	387,738	2,430,411	2,458,371	2,212,571	2,789,160
Social insurance (L2)	55,387	15,494	78,815	49,506	110,202	4,155	13,340	46,305	75,014	448,219	394,544	355,384	452,275
Pension costs (L3)	34,010	9,263	45,054	28,918	67,885	2,573	8,043	28,677	45,874	270,298	307,543	278,085	356,107
Other staff costs (L4)	31,168	9,932	60,525	35,024	60,971	2,233	8,225	32,769	43,124	283,969	284,169	303,295	229,432
Accommodation costs (L5)	9,437	19,408	55,544	34,276	59,509	1,590	10,259	15,904	30,008	235,936	208,235	212,299	279,053
Communication costs (L6)	137,545	10,531	39,068	34,835	215,085	4,543	14,579	25,525	7,081	488,792	604,564	591,922	472,179
General promotion costs (L7)	70,864	413	4,667	2,163	111,241	0	272	24,269	724	214,611	270,084	362,251	316,547
Logistics/warehouse (L8)	0	15,378	7,689	7,689	107,646	0	0	15,378	0	153,780	207,000	241,603	121,000
Other general costs (L9)	46,280	13,573	74,214	45,069	91,542	3,417	11,518	27,489	63,150	376,253	362,093	334,171	402,480
Car costs (L10)	14,038	5,221	37,237	20,195	26,818	940	4,148	7,410	19,985	135,992	160,495	152,794	152,218
Depreciation (L11)	654	6,615	14,302	27,386	53,643	0	491	5,869	24,786	133,747	175,400	162,688	172,541
Financial profits and costs (L12)	3,450	853	3,414	2,421	6,961	269	765	4,378	4,588	27,099	3,587	24,957	1,649
<b>TOTAL</b>	<b>684,973</b>	<b>687,750</b>	<b>5,846,893</b>	<b>6,831,747</b>	<b>1,466,426</b>	<b>40,234</b>	<b>144,026</b>	<b>462,572</b>	<b>702,072</b>	<b>16,866,693</b>	<b>19,621,085</b>	<b>20,261,194</b>	<b>19,931,036</b>

The costs related to the sale of goods of € 462,572 are earmarked as costs own fundraising, and together with the amount of € 1,466,426 mentioned in the attribution of costs, it comes to the total of € 1,928,998 of costs own fundraising in the Statement of Income and Expenditure.

	<i>actual 2013</i>	<i>actual 2012</i>	<i>Dorcas standard</i>	<i>CBF standard</i>
<b>Spent on objectives as a percentage of total income</b>	79,0%	89,4%	>85%	
<b>Spent on objectives as a percentage of total costs</b>	83,3%	86,6%	>85%	
<b>Costs own fundraising as a percentage of the income own fundraising</b>	11,7%	10,0%	<15%	<25%
<b>Costs management and administration as a percentage of total costs</b>	4,2%	3,2%	4%	

The spending percentages in 2013 are not up to par in comparison with the Dorcas standard. This finds its cause in:

- 1) the significant decrease in 2013 of received donations in kind that have been used as social care objective spending
- 2) the delays in cash spending on projects

It is expected and planned that spending percentages in 2014 will increase to around the Dorcas standard again. The percentage of costs spent on management and administration has increased to a little above the Dorcas standard and has the same causes as the objectives spending percentages. Expectation and goal is that in 2014 this percentage will be at or under the Dorcas standard again.

## 5.3 General notes

### LEGAL MERGER

After a phased integration of strategy, governance and activities of the foundations Dorcas Aid International and Dorcas Hulp Nederland, which started in 2011, a legal merger took place in 2013, in which the foundation Dorcas Winkels was also merged into Dorcas Aid International. The outcome is that 'by law and under general title' all assets, liabilities, benefits and obligations of the disappearing foundations, which are Dorcas Hulp Nederland and Dorcas Winkels, have been transferred to the acquiring foundation Dorcas Aid International. The notary deed was passed on 31 October 2013. All comparative figures of 2012 in this financial report have been taken from the consolidated financial statement on 2012 of the three foundations.

### GENERAL PRINCIPLES

The amounts in this financial report are stated in euros, unless otherwise mentioned. The annual report is drawn up in accordance with the provisions in the guidelines Reporting Fundraising Institutions (Richtlijn Verslaggeving 650 'Fondsenwervende Instellingen'). The report was prepared on the basis of paid expenses, with the exception of donated goods in kind that have been valued at the estimated fair value when traded.

## CONSOLIDATION

At the time of the legal merger it has been determined that the financial data of the three merging foundations would be accounted for in the acquiring foundation from January 1st 2013 onwards. The financial information of the DFOs (Dorcas Fundraising Organisations) is not consolidated, because there is no decisive say in these legally independent, foreign organisations to be considered 'group foundations'. The cooperation however is established through a so called 'charter'.

## FOREIGN CURRENCY

Receivables, liabilities and obligations in foreign currency are translated against the rate at balance sheet date. Transactions in foreign currency during the reporting period have been processed into this financial report against the exchange rate of the date of transaction. The resulting exchange rate differences are taken into account in the statement of income and expenditure.

## FINANCIAL INSTRUMENTS

With financial instruments, primary financial instruments like receivables and liabilities are included, as well as financial derivatives. For the valuation of primary financial instruments, we refer to the valuation method of the pertaining balance sheet item. Financial derivatives are accounted for against real value when taken into account for the first time and subsequently on balance sheet date revalued against the actual value at that moment. The profit or loss from the revaluation to actual value at balance sheet date is processed into the statement of income and expenditure immediately. If financial derivatives can be earmarked as meant to be for hedge accounting, the processing of the profit or loss depends on the nature of the hedge.

## PRINCIPLES OF VALUATION

Intangible and tangible fixed assets are valued at acquisition costs, decreased by depreciation, taking into account possible residual values. In establishing residual values of real estate, it is considered that real estate will have a residual value of at least half the actual value. To prevent extra costs to establish actual values by valuations, the actual value of real estate in the Netherlands is taken from the annual valuation in the context of the WOZ (Law on Immovable Assets). Depreciation is applied, using the straight-line method based on the estimated economic life span. Depreciation is calculated from the moment of actual use. Depreciation is not applicable to land. Any costs regarding maintenance of assets have been expensed.

Long term receivables and capital interests are presented as financial fixed assets. They are valued at nominal value, decreased by any necessary impairment, which is subtracted from the nominal value as a provision or expected value decrease.

Stocks that were purchased are valued at acquisition price or lower actual value. Stocks from donated goods are valued at the estimated market value in the Netherlands, taking into account a deduction of 25% for unmarketable goods. The stocks that at balance sheet date have not been sorted and checked on quality are not taken into account, because the extent cannot be determined reliably. Exception to this rule are the goods obtained through the Dorcas Food Campaign that have partly been processed and checked on quality in 2014. Because these goods have been collected in 2013 and the extent can be determined reliably, they are taken into account as stock.

Receivables are stated at nominal value, from which a reserve for bad debts is deducted when deemed necessary.

The Designated Reserve Financing Assets is determined as necessary fixed financing for fixed assets and stocks, from which long term debts are subtracted, to a total level of € 2.2 million. The Continuity Reserve has been established as the outcome of a risk analysis and is meant for 1) leveling out the seasonal character of the income during the calendar year and 2) absorbing variations in actual income in comparison to budgetted income, so that when income is lagging behind, the organisation in the Netherlands and abroad, as well as the execution of the projects will be able to be adjusted to the downfall in income in a controlled manner. The Continuity Reserve will be build up to a total of € 2.3 million. This is significantly lower than the maximum standard set by CBF (Central Bureau for Fundraising) and VFI (Vereniging Fondsenwervende Instellingen) at 1.5 of the annual costs of the working organisation. Designated Funds are earmarked donations, grants and other income for specific projects that have not been spent yet. If after finalisation of a project there is a permanent surplus in earmarked income, management is entitled to re-designate this surplus. This re-designation will be as much in line with the original designation as possible. All designated funds can be used for funding projects in 2014. If in a time frame of one or several years, too much money has been spent for a specific project that is entirely funded by earmarked income, a negative designated fund will be maintained, so that spending in the near future can be diminished to compensate for overspending in the past.

Off-balance sheet liabilities and contingencies are valued at nominal value. Unless otherwise mentioned, the other assets and liabilities are stated at nominal value.

### **PRINCIPLES OF RESULT DETERMINATION**

Revenue is taken into account in the period which it pertains to. Income of gifts and donations is accounted for when received. Legacies are accounted for at the moment when the content can be determined reliably. Donations in kind are valued at the market value. The proceeds of sold items (books, clothing and other second-hand goods) are accounted for in the year in which the goods have been delivered. Costs are charged to the result of the year to which they pertain.

### **INVESTMENT AND EQUITY POLICY**

Dorcas adheres to the policy that no means are invested, and as little as necessary is reserved. Temporary surplus funds are retained in as safe as possible saving accounts with trustworthy banks.

### **CASH FLOW STATEMENT**

The Cash Flow Statement is compiled through the indirect method, in which there is a distinction between cash flows from operational activities, cash flows from purchases and cash flows from finance activities. The information for the Cash Flow Statement is directly taken from the Statement of Income and Expenditure, as well as from the changes in Balance Sheet positions at the beginning and end of the year.



## 5.4 Comments on the Balance Sheet

### ASSETS

#### Intangible fixed assets (B1)

The development in this fiscal year is as follows:

Purchase costs as per January 1st	47,298
Accumulated depreciation as per January 1st	-24,945
<b>Book value as per January 1st</b>	<b>22,353</b>
Reclassification purchase costs	0
Reclassification accumulated depreciation	0
Purchases	298,976
Depreciation	-13,861
Purchase price sold/obsolete items	0
Depreciation of sold/obsolete items	0
<b>Development fiscal year</b>	<b>285,115</b>
	0
Purchase price as per December 31st	346,274
Accumulated depreciation as per December 31st	-38,806
<b>Book value as per December 31st</b>	<b>307,468</b>

*software  
developments*

Depreciation has been calculated at 30% of the purchase costs. The intangible fixed assets are entirely used for business operations, meaning for fundraising and management and administration, including HRM.

**ASSETS****Tangible fixed assets (B2)**

The development in this fiscal year is as follows:

	<i>real estate property</i>	<i>furniture &amp; fixtures</i>	<i>vehicles</i>	<i>total</i>
Purchase costs as per January 1st	2,059,389	385,799	415,832	2,861,020
Accumulated depreciation as per January 1st	-390,741	-268,195	-170,878	-829,814
<b>Book value as per January 1st</b>	<b>1,668,648</b>	<b>117,604</b>	<b>244,954</b>	<b>2,031,206</b>
Reclassification purchase costs	-31,320	31,320	0	0
Reclassification accumulated depreciation	30,969	-30,969	0	0
Purchases	211,099	52,281	86,778	350,158
Depreciation	-20,735	-60,751	-73,090	-154,576
Purchase price sold/obsolete items	0	-93,405	-44,878	-138,283
Depreciation of sold/obsolete items	0	88,280	32,400	120,680
<b>Development fiscal year</b>	<b>190,013</b>	<b>-13,244</b>	<b>1,210</b>	<b>177,979</b>
Purchase price as per December 31st	2,239,168	375,995	457,732	3,072,895
Accumulated depreciation as per December 31st	-380,507	-271,635	-211,568	-863,710
<b>Book value as per December 31st</b>	<b>1,858,661</b>	<b>104,360</b>	<b>246,164</b>	<b>2,209,185</b>

**Depreciation has been calculated with the following percentages**

Real estate property	0-20
Furniture & fixtures	20-30
Vehicles, new and all freight trucks and trailers	20
Vehicles, second hand passenger cars	30

Of all depreciation, an amount of € 34.688 is accounted for as direct costs for the Dorcas shops, and as such is deducted in the Statement of Income and Expenditure from the gross profit from sold items.

Of the tangible fixed assets per balance sheet date, a total book value of € 1,109,065 is used in business operations and a total book value of € 1,100,121 for direct use for the objectives of the organisation. 'Business operations' is defined as fundraising, including the Dorcas shops, management and administration and supporting functions. 'Direct use for the objectives of the organisation' is defined as tangible fixed assets in the countries where projects are implemented and tangible fixed assets that are used with project monitoring, design and management.

## Financial fixed assets (B3)

### Other receivables

Guarantee capital Co-Prisma for the sake of Co-ICCO membership

Balance per January 1st

Payments during the year

Charged to MFS-2 government grant

**Balance per December 31st**

	<i>this year</i>		<i>last year</i>
	27,057		0
	56,241		27,057
	-83,298		0
	<u>0</u>		<u>27,057</u>

Given the uncertainty with which valuation of the capital is surrounded, management has decided to charge the payments directly to the result and no longer put it on the balance sheet. Payments both from 2012 and 2013 are deducted from MFS-2 grants (see comments with S4).

## Stocks (B4)

Destined for business execution:

Sales items

Destined for business objectives:

Donations in kind

Less provision

**TOTAL STOCKS**

	<i>this year</i>		<i>last year</i>
	0		0
	1,431,769	1,148,372	
	-312,763	-287,093	
			861,279
	<u>1,119,006</u>		<u>861,279</u>

**Receivables (B5)***Accounts receivable*

Balance as per December 31st	5,559	295,869
Provision bad debts	-74	-564
	5,485	295,305

*Other receivables and prepaid expenses*

Deposit TNT Post	6,230	5,565
Prepaid expenses	155,996	68,924
Legacies to receive	376,066	455,454
Account current Stichting Antwoord	18,844	0
Account current Dorcas Hungary	14,361	19,498
Account current Dorcas South Africa	0	15,781
Account current Dorcas America	907	964
Other receivables	189,307	255,954
<b>TOTAL RECEIVABLES</b>	<b>767,196</b>	<b>1,117,444</b>

The receivables are predominantly used in business operations.

**Liquid assets (B6)**

	<i>this year</i>	<i>last year</i>
Rabobank	73,469	8,630
ABN AMRO-bank	2,844,740	2,227,880
ING-bank	170,979	650,787
KBC België	1,970	1,260
Banks and petty cash shops	114,277	71,686
Bank accounts field offices	499,411	346,898
Money in transfer	861	0
Foreign currency petty cash	1,596	1,021
Petty cash	4,591	3,556
<b>TOTAL LIQUID ASSETS</b>	<b>3,711,894</b>	<b>3,311,718</b>

Of the liquid assets an amount of € 58,763 is not at free disposal. This amount is kept on a collateral account by ABN Amro as they have issued some bank guarantees for the sake of some rental arrangements. The liquid assets are predominantly to be classified as investments, in the sense that they will be able to absorb cash flow variations during the next year and to fund the spending of the designated funds for projects.

## RESERVES AND LIABILITIES

### RESERVES AND FUNDS (B7)

#### Reserves

##### Designated reserve financing assets

	<i>this year</i>	<i>last year</i>
Balance as per January 1st	2,200,000	0
Added from result allocation DAI	0	390,000
Added from result allocation DHN	0	1,445,000
Added from result allocation SDW	0	365,000
Balance as per December 31st	2,200,000	2,200,000

##### Continuity reserve

Balance as per January 1st	1,775,744	2,132,019
Subtracted from result allocation DAI	-5,517	-18,807
Subtracted from result allocation DHN	0	-324,114
Subtracted from result allocation SDW	0	-13,356
Rounding	1	2
<b>BALANCE AS PER DECEMBER 31ST</b>	<b>1,770,228</b>	<b>1,775,744</b>

On 18 February 2013, the Supervisory Board decided to maintain just three reserves, from the annual report 2012 onwards:

1. Designated funds for projects (see hereafter), on which there is a spending obligation, but according to Directive 650 have to be presented as equity.
2. Designated reserve financing assets, that has been determined at € 2.2 million on the basis of the consolidated balance sheet of 2011. This reserve is formed for the financing of fixed assets and stocks, from which the long term liabilities have been subtracted. Every three years, the size of the reserve will be established anew, from the latest balance sheet which will be available. This means that in 2015 the level of this reserve will be re-assessed.
3. Continuity reserve, of which the maximum size is established at € 2.3 million. In the next few years, this reserve will be added to, until the maximum will be reached.

The continuity reserve is established for 1) evening out the seasonal character of the income during the calendar year; and 2) absorbing variations in actual income in comparison to budgetted income, so that when income is lagging behind, the organisation in the Netherlands and abroad, as well as the execution of the projects will be able to be adjusted to the downfall in income in a controlled manner.

## FUNDS

Designated Funds are earmarked donations, grants and other income for specific projects that haven't been spent yet. If after finalisation of a project there is a permanent surplus in earmarked income, management is entitled to re-designate this surplus. This re-designation will be as much in line with the original designation as possible. All designated funds can be used for funding projects in 2014.

In the year 2013, sizeable amounts were received for emergency relief. Part of this income has been spent in 2013, but a considerable part still needs to be spent. This is the main reason that the level of designated funds for projects has increased. The income received towards this has been received in 2013, so has to be accounted for as income, while the spending partly takes place in a later year. So this income, without the related project spending in 2013 creates a positive 'result'. In the year that this income will be spent on the projects that it was received for, it will be counted as expenditure and possibly create a 'loss'. A detailed specification per project is available within the administration. The development of the total designated funds for projects can be shown as follows, per category:

	<i>balances at start of the year</i>	<i>decrease and addition du- ring the year</i>	<i>balances at the end of the year</i>
Relief and rehabilitation	909,706	524,370	1,434,076
Development	622,210	551,094	1,173,304
Social Care	318,405	-143,550	174,855
	<b>1,850,321</b>	<b>931,914</b>	<b>2,782,235</b>

#### **Long term liabilities (B8)**

##### *Private loans*

Balance as per January 1st	437,635	580,995
Add: new loans	0	40,000
Less: payments on principal	-127,216	-183,360
Total	310,419	437,635
Accounted for under short term liabilities	-173,805	-141,290
<b>Balance as per December 31st</b>	<b>136,614</b>	<b>296,345</b>
These loans can be summarised as follows:		
Loans with a term of less than 5 years	276,758	417,241
Loans with a term of longer than 5 years	33,661	20,394
<b>TOTAL</b>	<b>310,419</b>	<b>437,635</b>

These are several private loans. No collateral has been provided. Some loans carry no interest, others carry an interest of 5%. In this year, a total of € 4,042 was computed as interest. In most cases this interest was turned into a donation.

## Mortgage loans

Balance as per January 1st	242,129	262,666
Add: new loans	118,000	0
Less: payments on principal	-26,434	-20,537
<b>Total</b>	<b>333,695</b>	<b>242,129</b>
Accounted for under short term liabilities	-32,333	-20,537
<b>Balance as per December 31st</b>	<b>301,362</b>	<b>221,592</b>
These mortgages can be summarised as follows:		
Mortgage loans with a term of less than 5 years	133,301	85,665
Mortgage loans with a term of longer than 5 years	200,394	156,464
<b>Total</b>	<b>333,695</b>	<b>242,129</b>
<b>TOTAL LONG TERM LIABILITIES</b>	<b>437,976</b>	<b>517,937</b>

The mortgage loans for the real estate property in Andijk consists of a loan with an original balance of € 226,890. This mortgage loan has a fixed term interest until it is paid down of 4%. The payment on the principal is € 2,836 per three-month period. Collateral for this loan is a mortgage registration of € 794,115 on the real estate property in Andijk.

There are two mortgage loans for the real estate property of the Dorcas shop in Nijverdal. The two identical loans, with each an original balance of € 115,000, carry an interest of respectively 6.1% until December 16th, 2019 and 5.1% until December 16th, 2014. The payment on the principal for each of these loans is € 1,149 per three-month period. Collateral for these loans is a mortgage registration on the real estate property of the shop in Nijverdal.

There is one final mortgage loan on the Dorcas shop in Bergambacht, which was taken out during this year to finance the purchase of the building adjacent to the shop that is rented. The loan has a fixed term interest for one year of 3.95% until June 3rd, 2014. The payment on the principal is € 983 per month. Collateral for this loan is a mortgage registration on the real estate property in Bergambacht.

	<i>this year</i>	<i>last year</i>
<b>Short term liabilities (B9)</b>		
<i>Liabilities to credit institutions and private loans</i>		
Repayment obligation mortgage loans	32,333	20,536
Repayment obligation private loans	173,805	141,292
<b>Total</b>	<b>206,138</b>	<b>161,828</b>
<i>Accounts payable</i>	218,905	349,097
<i>Taxes and social security payments</i>		
VAT	76,361	100,653
Salary taxes and social security payments	84,310	80,277
<b>Total</b>	<b>160,671</b>	<b>180,930</b>
<i>Other liabilities</i>		
Holiday allowance	105,066	88,937
Current account Stichting Antwoord	0	7,011
Accrued expenses	228,212	135,745
Other current accounts	5,319	103,507
<b>Total</b>	<b>338,597</b>	<b>335,200</b>
<b>TOTAL SHORT TERM LIABILITIES</b>	<b>924,311</b>	<b>1,027,055</b>

## OFF-BALANCE SHEET LIABILITIES AND CONTINGENCIES

The foundation has entered into longer term obligations for the rental of business real estate (depots) for an amount of approximately € 99,000 per annum. The foundation has entered into longer term obligations for the rental of business real estate for the Dorcas shops of approximately € 533,000 per annum. There is a variety of rental contracts. Most contracts have a term of 5 years, but because the starting dates of these contracts varies considerably, the exact total remaining term cannot be determined easily, but is most likely between 2 and 3 years.

From 2013 onwards, the foundation started working with three-year partner/project agreements, in which agreements have been made with partner organisations about implementation and funding of projects. Before 2013 there were contracts for only one year. Under these three-year contracts, the foundation has accepted the basic obligation to fund projects for the duration of the agreement. At the moment of compiling this financial report, for 2014 it concerns an obligation of approximately € 6,275,000, for 2015 € 5,145,000 and for 2016 € 395,000.

The foundation has received a total of € 60,000 of revocable donations. The donor has the ability to revoke the donations without having to give reasons for such, or to transfer the donations into non-revocable donations. If the donations will be revoked, the foundation has at least one year to pay back the donations, without interest being accrued on the amount(s).

The foundation has entered into obligations during 2013 for the purchase of tangible fixed assets, that have been carried out in 2014 for a total amount of € 26,400.



There are four operational lease contracts for cars and vans, that were started in 2013 and at the beginning of 2014, for a total amount of € 50,900 per annum, including petrol prepayments. These lease contracts have a term of four years. There are also lease and maintenance contracts for copier/printer facilities for a total amount of € 19,900 per annum. These contracts run from 2013 through 2018.

The foundation is a member of Co-Prisma. Co-Prisma has become a member of the ICCO cooperative. As a result of that, the foundation has entered into the obligation to contribute a last deposit for the association capital of Co-ICCO of approximately € 28.000 in 2014.

Two court cases with former Dorcas employees are pending, one in Kenya and one in South Sudan. It concerns claims of a total of € 40.900. These claims are not accepted by Dorcas.

## 5.5 Comments on the Statement of Income and Expenditure

### INCOME

#### Income own fundraising (S1)

Total income from own fundraising has significantly decreased with € 2,141,964. The most significant decrease is found in donations in kind. These have decreased with € 2,018,581, which explains the biggest chunk of the total decrease. Income from legacies has decreased with € 599,246. During 2012 these were remarkably high. However, for the future it is reckoned that this income will contribute significantly to the total income, but the character of this income causes significant fluctuations over the years and will be hard to predict. General donations have increased some, while earmarked donations for projects have almost remained the same. Gross profit from sold items has increased significantly (+ € 379,778), which can be mainly attributed to the Dorcas shops.

The comparative figures of 2012 have been adjusted, due to a mistake in the administrative procedures with deliveries of donations in kind. Consequently, an amount of € 439,689 had been overstated in 'donations in kind' and the same amount in spending on objectives under 'Development'. This adjustment has no consequences for the result of 2012.

Gross profit on sold items can be summarised as follows:

	<i>shops</i>	<i>clothes etc NL</i>	<i>clothes outside NL</i>	<i>total in euros</i>
Net turnover	2,538,382	243,272	87,931	2,869,585
Cost price	-842,779	-3,823	-846	-847,448
Change in stocks	47,690	0		47,690
<b>GROSS PROFIT ON SOLD ITEMS</b>	<b>1,743,293</b>	<b>239,449</b>	<b>87,085</b>	<b>2,069,827</b>

The cost price consists of the purchased goods that have been sold and the direct costs that are attributable to the sales efforts, like the shop rental of the Dorcas shops, utilities and other direct shop costs. The indirect costs that pertain to the sales are earmarked as costs of own fundraising and as such accounted for in the Statement of income and expenditure.

### Income joint appeals (S2)

In 2013 there was no income from joint appeals. The last time there was income from this source was in 2011.

### Income third party appeals (S3)

Through third party appeals, funds were received for projects from:

	<i>gross</i>	<i>expense re- imbursement</i>	<i>total</i>	<i>total last year</i>
Evangelische Omroep through Prisma	180,196	6,926	187,122	15,395
Aqua for All	73,326	0	73,326	80,696
Dorcas Aid Romania	75,615	0	75,615	99,073
Dorcas Aid Hungary	31,999	0	31,999	31,997
Dorcas Aid South Africa	13,907	0	13,907	11,827
Dorcas Aid America	31,651	0	31,651	28,947
Fondation Les Paquerettes	7,500	0	7,500	36,142
Stop Aids Now!/ICCO	64,823	0	64,823	0
Nahed El Marous/Egypt	44,657	0	44,657	0
	523,674	6,926	530,600	304,077

The income from third party appeals has especially increased because of the contributions from the Evangelical Broadcasting Society (EO Metterdaad). In cases where the final reporting on this project funding still has to take place, the 10% of contributions from EO Metterdaad that is still to be received is included as receivable on the balance sheet. The Dorcas Fundraising Organisations in other countries were not very successful yet; Romania contributed most. The development of these organisations outside the Netherlands has the full attention of the directors. This year, the contributions received from third parties by several of the Dorcas field offices added significantly to this income category.

### Government grants (S4)

These are funds received from or through government agencies.

The MFS grants require an own contribution. This contribution is not from other grants, but from our own fundraising. In the Annual Report, the different grants are accounted for in detail.

The projects that were paid with government grants have been accounted for to the following agencies:

	<i>gross</i>	<i>expense re- imbursement and project coordination</i>	<i>total</i>	<i>total last year</i>
Netherlands embassy/ICCO Ethiopia	105,415		105,415	
WFP through FO South Sudan	27,267		27,267	
MFS-grant through Prisma/ICCO	451,062	39,367	490,429	573,727
MFS-grant through St. Woord en Daad			-	-863
NCDO			-	-1,500
PSO			-	-4,162
Local governments	2,000		2,000	
Agentschap Nederland			-	28,464
EU-grant through FO Albania	47,247		47,247	0
EU-grant through FO Egypt			-	104,127
EU-grant through FO South Sudan	129,238		129,238	54,209
<b>TOTAL</b>	<b>762,229</b>	<b>39,367</b>	<b>801,596</b>	<b>754,002</b>

From the gross income from the MFS-grant through Prisma/ICCO of € 534.360, the amount of € 83.298 that Dorcas has paid to Co-Prisma has been subtracted. These payments are seen as an obligatory discount on the MFS-grant.

## Interest (S5)

This is interest income on liquid assets that are held for spending of designated funds for projects and temporary liquid surpluses.

## SUSTAINABILITY OF INCOME

Within Dorcas there is plenty of attention for the sustainability of income in years to come. The sources that Dorcas expects an increase of income from, can be summarised as follows:

- Dorcas shops; although in 2014 no growth is planned for in order to be able to manage the growth of the past years, a further growth in the next few years of the number of shops is expected. Partly because of the financial difficult times, the Dutch people do not feel inhibited to visit a thrift shop anymore.
- Dutch Funds; we see many opportunities for Dorcas with these Funds, especially through the possibility that Funds can have a high 'owner profile' of the projects that they can fund.
- Sales of collected clothing; there is a tendency that developing countries close their borders for used clothing as social care goods, while Dorcas over the past years has built up an extensive infrastructure to collect used clothing. If this trend continues, a bigger part of this clothing can be sold in the Netherlands as well as in other countries, so that the money that will be generated can be used to fund projects.
- Churches in the Netherlands increasingly know how to find their way to Dorcas to express their social engagement with the poor. There are still many uncharted opportunities with churches.

There are also income sources that are under pressure due to the financial crisis, like income from private donors, companies and work groups. With effort the income from these sources might be maintained at the present level, although the means that have to be applied in resources should remain at an acceptable level when compared to the income.

Dorcas has never been highly dependent on government grants. On the one hand this means that despite the withdrawing governments the downside for Dorcas is limited. On the other hand it signifies the many chances that can be used as opportunities. In the first months of 2014 there have been exceptional successes in this realm.

Concluding, it can be said that Dorcas has a very varied income range that is fed from many different sources. This results in quite a complex organisation with many different sorts of fundraising activities. It also signifies that the risk is mitigated when some sources dry up. Summarising, it can be expected that the cash income can be maintained over the next years, in which there will be plusses and minusses. Because of the varied income, it can be expected that Dorcas will have a sustainable income in the future.

	<i>this year</i>	<i>this year</i>	<i>budget this year</i>	<i>budget this year</i>	<i>last year</i>	<i>last year</i>
<b>EXPENDITURE</b>						
<b>Spent on objectives (S6)</b>						
<i>Awareness</i>						
Activities/projects	0		0		0	
Execution costs publicity	166,754		186,420		228,957	
Execution costs own organisation	518,219		652,478		521,525	
<b>Total</b>		684,973		838,898		750,482
<i>Relief and rehabilitation</i>						
Activities/projects	494,659		441,000		973,685	
Execution costs publicity	7,681		7,631		7,519	
Execution costs own organisation	185,410		257,620		232,550	
<b>Total</b>		687,750		706,251		1,213,754
<i>Development</i>						
Activities/projects	4,925,063		5,844,967		5,471,531	
Execution costs publicity	21,261		21,152		17,908	
Execution costs own organisation	900,569		1,042,801		960,297	
<b>Total</b>		5,846,893		6,908,920		6,449,736
<i>Social Care</i>						
Activities/projects	6,247,863		7,899,034		8,583,959	
Execution costs publicity	22,616		21,853		23,185	
Execution costs own organisation	561,268		668,639		532,855	
<b>Total</b>		6,831,747		8,589,526		9,139,999
<b>GRAND TOTAL SPENT ON OBJECTIVES</b>		14,051,363		17,043,595		17,553,971

Within the spending on objectives a few developments can be noticed:

- 1) The expenditure on awareness has diminished, because less time commitment has been given to this by the employees.
- 2) The expenditure on relief is smaller than in 2012. In that year, significant spending took place in the Horn of Africa and Haiti for rehabilitation, after first relief was provided in 2011. In 2013 the last expenditure has been spent on rehabilitation and the first spending has taken place for first relief efforts to Syrian refugees. This will be continued in 2014.
- 3) The shift visible over the last years that more spending is taking place on development at the expense of social care is also visible in 2013. This is based on conscious decisions, as Dorcas wants to apply itself more and more on structurally helping people to become self-reliable. Dorcas wants to help people to take care of themselves where possible and only supply social care where people are not able to do that anymore.

The decrease in spending on objectives has three factors:

- a) The received donations in kind have decreased significantly in 2013, which translates one-on-one to a decrease in supplied goods in projects. In the year 2012 there was an exceptional increase in these goods, but this has not continued in 2013.
- b) At the beginning of 2013 there has been a delay in cash project spending, because many new partner/project agreements had not been returned in time.
- c) In hindsight it is evident that during 2013 Dorcas has been too careful in issuing 'Calls for Proposals' to its field offices. The consequence is that the project portfolio has not been added to in time. As is clear from Dorcas' balance sheet position, the non-spent means remain available for spending on projects. The necessary initiatives have been taken in the meantime to increase the project portfolio.

## **Spent on fundraising (S7)**

The costs of fundraising are to be divided in € 1,466,426 (2012: € 1,564,729) for costs own fundraising and € 462,572 (€ 300,475) for sale of goods. Therefore the total is € 1,928,998 (2012: € 1,865,204). This increase is mainly due to the overhead costs which the Dorcas shops bring about. This is not surprising taking into account the number of shops, the increase of the turnover and the net contribution. The costs for own fundraising are way below the maximum standard of 15% that Dorcas sets itself and also way below the CBF standard of 25%. However, the percentage has increased in 2013 to 11.7%, over 10.0% in 2012, which is an important point of attention. With the current workforce in the fundraising departments for 'own fundraising', more income should be generated to keep the costs at a responsible level. The direct costs of the Dorcas shops are included in the 'Gross profit sold items' (see S1). The indirect costs of the Dorcas shops (central coordination by Dorcas employees and other general costs) are accounted for as 'sale of items'.

## **Management and administration (S8)**

The costs for management and administration are as follows:

<i>Item</i>	<i>this year</i>	<i>last year</i>
Personnel costs	551,750	496,504
Accommodation costs	30,008	30,805
Communication costs	7,081	8,741
General promotion costs	724	789
General costs	63,150	54,580
Car costs	19,985	22,709
Depreciation	24,786	28,919
Financial costs	4,588	3,598
	<b>702,072</b>	<b>646,645</b>

In assigning personnel costs to management and administration, the following assumptions were made:

Employees financial administration	100%
Financial controller programmes	45%
Backoffice employee programmes	100%
Director of programmes	10%
<i>Project coordinators (for general tasks)</i>	0-15%
Employees HRM	100%
Facility employee	70%
Receptionists	80%
Financial director	80%
Director support	45%

Of the non-personnel costs (especially accommodation costs, car costs, depreciation and general costs) € 150,323 was assigned to management and administration costs. Of all costs of the field offices, including personnel costs, 8% was assigned to management and administration. When computing these norms Dorcas reckoned with the recommendations issued by the VFI (Vereniging Fondsenwervende Instellingen). The costs for management and administration at 4.2% are a little higher than the maximum standard that Dorcas sets itself at 4.0%. Looked at it from the income side, this is the consequence of decreasing income of donations in kind. Looked at it from the expenditure side, 2013 was the first whole year that a financial director was in place, who is for the most part assigned to management and administration.

## MANAGEMENT REMUNERATION

The Supervisory Board has set the remuneration policy, the level of director's salaries and the level of other remuneration components. The remuneration policy is updated periodically. The last evaluation of performance of the directors has taken place in November/December 2013. Remuneration for directors has been set according to the present remuneration system and the salary scales in that system.

**Name**

Position

*Employment:*

Kind

Hours

Employment percentage

Period

*Remuneration*

Gross salary

Year-end allowance

**Total annual income**

Social security costs

Taxable reimbursements/additions

Pension costs for employer

**Other costs**
**TOTAL REMUNERATION 2013**
**TOTAL REMUNERATION 2012**
**Name**

Position

*Employment:*

Kind

Hours

Employment percentage

Period

*Remuneration*

Gross salary

Year-end allowance

**Total annual income**

Social security costs

Taxable reimbursements/additions

Pension costs for employer

**TOTAL REMUNERATION 2013**
**TOTAL REMUNERATION 2012**

	<b>Michel Gendi</b> Director of Operations	<b>Nico Hoogenraad AA</b> Director of Finance and Operations
	Indefinite	Indefinite
	40	40
	100%	100%
	1-1/31-12	1-1/31-12
	64,208	63,769
	150	150
	64,358	63,919
	9,611	7,177
	6,815	700
	10,984	13,277
	91,768	85,073
	90,730	40,272 (1-7/31-12)

	<b>Joeke van der Mei</b> Director of Fundraising and Communication
	indefinite
	40
	100%
	1-1/31-12
	64,208
	150
	64,358
	9,611
	5,466
	10,984
	90,419
	49,964 (1-6/31-12)

There are no variable components, bonuses or other incentives in the remuneration package.

If the VFI guidelines are compared to the Dorcas directors, the following picture can be drawn up:

Spending on objectives	120 points
Number of FTE's	95 points
Diversity organisation	115 points
Yes/no part of an umbrella organisation	80 points
Management and policy	65 points
Number of points	475 points
Threesome, collegial management	80%
Outcome weighing difficulty of management	380 points

On this basis, the director's remuneration according to the VFI guidelines should be placed in category G, with a total annual salary per director of € 98,257. The actual remuneration of the Dorcas directors (approximately € 64,000 gross salary per year) lies at 65% of this norm.

#### COMMENTS ON EXPENDITURE DISTRIBUTION

##### *Costs publicity*

	<i>this year</i>	<i>budget this year</i>	<i>budget last year</i>
Banking costs	48,592	46,000	47,200
Advertisement costs	57,288	83,650	115,856
Costs for periodicals/publications	225,482	205,600	211,727
Other promotional costs	216,487	264,000	346,927
<b>Total</b>	<b>547,849</b>	<b>599,250</b>	<b>721,710</b>

##### *Of which for execution of projects*

Awareness	166,755	186,420	228,957
Relief and rehabilitation	7,681	7,631	7,519
Development	21,261	21,153	17,908
Social Care	22,616	21,853	23,185
<b>Total</b>	<b>218,313</b>	<b>237,057</b>	<b>277,569</b>

#### **DIRECT FUNDRAISING COSTS**

	329,536	362,193	444,141
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	awareness	relief and rehab.	development	social care	fundraising	third party appeals	grants	sale of items	managem. and admin.	total 2013	budget 2013	total 2012
<i>Breakdown of direct fundraising costs</i>												
Communication costs	89,970	5,998	14,995	17,994	140,952	2,999	8,997	14,995	2,999	299,899	289,250	327,584
General promotion costs	69,775	0	0	0	109,647	0	0	19,936	0	199,358	264,000	346,927
General costs	7,010	1,683	6,266	4,622	14,187	550	1,524	3,464	9,285	48,592	46,000	47,199
<b>TOTAL EXECUTION COSTS 2013</b>	166,755	7,681	21,261	22,616	264,786	3,549	10,521	38,395	12,284	547,849	599,250	721,710
<b>TOTAL EXECUTION COSTS 2012</b>	228,958	7,519	17,908	23,185	363,773	4,101	10,454	52,718	13,095	721,710		

### Costs own organisation:

Salaries	L1	2,430,411	2,458,371	2,212,571
Social scurity	L2	448,219	394,544	355,384
Pension costs	L3	270,298	307,543	278,085
Other personnel costs	L4	283,969	284,169	303,295
Accomodation costs	L5	235,936	208,235	212,299
Communication costs	L6	188,893	315,314	264,338
General promotion costs	L7	15,253	6,084	15,324
Logistics/warehouse	L8	153,780	207,000	241,603
General costs	L9	327,661	316,093	286,972
Car costs	L10	135,992	160,495	152,794
Depreciation	L11	133,747	175,400	162,688
Financial costs	L12	27,099	3,587	24,957
<b>Total execution costs</b>		4,651,259	4,836,835	4,510,308
Of which for execution of projects:				
Awareness		518,219	652,478	521,525
Relief and rehabilitation		185,410	257,619	232,550
Development		900,569	1,042,801	960,297
Social Care		561,268	668,639	532,855
<b>Total</b>		2,165,466	2,621,537	2,247,226
<b>EXECUTION COSTS FUNDRAISING OWN ORGANISATION</b>		2,485,793	2,215,298	2,263,082

*Breakdown of execution costs/costs own organisation*

	<i>awareness</i>	<i>relief and rehab.</i>	<i>development</i>	<i>social care</i>	<i>fundraising</i>	<i>third party appeals</i>	<i>grants</i>	<i>sale of items</i>	<i>managem. and admin.</i>	<i>total 2013</i>	<i>budget 2013</i>	<i>total 2012</i>
Salaries	282,139	86,410	501,300	296,403	554,923	20,514	72,387	228,598	387,738	2,430,411	2,458,371	2,212,571
Social security	55,387	15,494	78,815	49,506	110,202	4,155	13,340	46,305	75,014	448,219	394,544	355,384
Pension costs	34,010	9,263	45,054	28,918	67,885	2,573	8,043	28,677	45,874	270,298	307,543	278,085
Other personnel costs	31,168	9,932	60,525	35,024	60,971	2,233	8,225	32,769	43,124	283,969	284,169	303,295
Accommodation costs	9,437	19,408	55,544	34,276	59,509	1,590	10,259	15,904	30,008	235,936	208,235	212,299
Communication costs	47,575	4,533	24,074	16,842	74,132	1,544	5,582	10,530	4,082	188,893	315,314	264,338
General promotion costs	1,088	413	4,667	2,163	1,594	0	272	4,333	724	15,253	6,084	15,324
Logistics/warehouse	0	15,378	7,689	7,689	107,646	0	0	15,378	0	153,780	207,000	241,603
General costs	39,270	11,890	67,948	40,446	77,355	2,867	9,994	24,025	53,865	327,661	316,093	286,972
Car costs	14,038	5,221	37,237	20,195	26,818	940	4,148	7,410	19,985	135,992	160,495	152,794
Depreciation	654	6,615	14,302	27,386	53,643	0	491	5,869	24,786	133,747	175,400	162,688
Financial costs	3,450	853	3,414	2,421	6,961	269	765	4,378	4,588	27,099	3,587	24,957
<b>TOTAL EXECUTION COSTS 2013</b>	<b>518,219</b>	<b>185,410</b>	<b>900,569</b>	<b>561,268</b>	<b>1,201,639</b>	<b>36,685</b>	<b>133,505</b>	<b>424,177</b>	<b>689,787</b>	<b>4,651,259</b>	<b>4,836,835</b>	<b>4,510,308</b>
<b>TOTAL EXECUTION COSTS 2012</b>	<b>521,525</b>	<b>232,550</b>	<b>960,297</b>	<b>532,855</b>	<b>1,200,955</b>	<b>55,151</b>	<b>125,668</b>	<b>247,758</b>	<b>633,550</b>			

These costs have been distributed on the basis of historically used methods of distribution. The distribution keys of these costs are based upon the worked hours of each employee and distributed with percentages over the different categories according to economical principles, reckoning with the real activities of the employees.

## **PERSONNEL COSTS (L1-4)**

The total personnel costs were kept just within the budget for 2013. What stands out is that the use of personnel capacity for projects was less than budgeted and also less than last year. This is because of understaffing at the field offices during 2013 and because some positions for project coordinators at the headquarters were not filled for several months. Personnel costs of employees that were not directly involved with project coordination have increased and are higher than budgeted. The cause lies mainly in extra capacity for the oversight of the Dorcas shops. The pension arrangement is an 'available premium' arrangement, which qualifies as a defined contribution arrangement. The costs of the paid premiums are accounted for in the year they pertain to. The pension arrangement has guaranteed pension payments.

During 2013 there were 208 fte's (2012: 173) employed, of which 58 in the Netherlands and 158 at the field offices. The number of fte's in the Netherlands increased from 52.5 to 58 and at the field offices from 120.5 to 150. For the Netherlands, no further increase of fte's is foreseen in 2014. At the field offices a moderate increase is reckoned with, because more projects will be self-implemented.

The members of the Supervisory Board receive no remuneration for their work. In 2013 € 10,487 (2012: € 5,693) was spent on expenses related to the board meetings. This amount in 2013 is inclusive of travel costs for non-Dutch residents and for a working visit of the Supervisory Board to project country Ethiopia.

## **Accommodation costs (L5)**

The accommodation costs were slightly higher than last year because of higher rental costs and higher maintenance costs. The accommodation costs were budgeted too low.

## **Communication costs (L6)**

The communication costs were neatly within the budget, whereas there were significantly less general promotion costs. The general communication costs were significantly lower than budgeted for.

## **Logistics/warehouse (L8)**

The lower expenses for logistics are the result of lower income of donations in kind (goods). Part of the logistical costs are direct project costs and not general costs.

## **Depreciation (L11)**

Depreciation is lower than budgeted. This is a result of the fact that it was reckoned that the first depreciation would take place on the CRM software in 2013. However, because of delayed implementation in 2014, during 2013 there was no depreciation charged to the result. Furthermore there was a decision taken to not replace cars with purchase cars, but with lease cars, which lowers depreciation.

## **Financial costs (L12)**

This includes interest costs, as well as exchange rate differences on foreign currencies and book profits and losses on sold assets.

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## 5.6 Cash Flow Statement 2013

	<i>this year</i>	<i>this year</i>	<i>last year</i>	<i>last year</i>
<i>Cash flow from operations:</i>				
Result of the year		926,397		-617,696
Add: depreciation		168,437		185,598
<i>Changes in working capital:</i>				
Increase/decrease receivables	350,249		-407,030	
Increase/decrease short term liabilities	-102,744		67,698	
Increase/decrease stocks	-257,728		-50,505	
		-10,223		-389,837
		1,084,611		-821,935
<i>Cash flow from financing</i>				
Change in financial fixed assets	27,057		-27,057	
Increase/decrease long term liabilities	-79,960		-90,032	
		-52,903		-117,089
<i>Cash flow from purchases</i>				
Purchases	-649,134		-270,837	
Sales	17,604		25,738	
		-631,532		-245,099
		400,176		-1,184,123
Liquid assets December 31st		3,711,894		3,311,718
Liquid assets January 1st		3,311,718		4,495,841
		400,176		-1,184,123

The increase of liquid assets is the result of the increase of designated funds for projects: earmarked donations that have not led to the correlated spending, minus a small operational 'loss' when not taking the designated funds into account.

## 5.7 Signing by Executive Board and Supervisory Board

The original papers were signed by the directors and the Supervisory Board members.

## 5.8 Independent auditor's report



### INDEPENDENT AUDITOR'S REPORT

To: the Supervisory Board and Executive Board of Dorcas Aid International

We have audited the accompanying financial statements 2013 of Dorcas Aid International, Andijk (The Netherlands), as set on pages 75 to 100, which comprise the balance sheet as at December 31<sup>st</sup>, 2013, the profit and loss account for the year then ended and the notes comprising a summary of the accounting policies and other explanatory information.

#### Management's responsibility

The Executive Board is responsible for the preparation and fair presentation of the financial statements and for the preparation of the management board report, both in accordance with the Guideline for annual reporting 650 "Fundraising organisations" of the Dutch Accounting Standards Board. Furthermore, management is responsible for such internal control as it determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

#### Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. This requires that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### Opinion

In our opinion, the financial statements give a true and fair view of the financial position of Dorcas Aid International as at December 31<sup>st</sup>, 2013, and of its result for the year then ended in accordance with the Guideline for annual reporting 650 "Fundraising organisations" of the Dutch Accounting Standards Board. Furthermore, we have established that the management board report, to the extent of our competence, is consistent with the annual report.

Rijnsburg, May 2<sup>nd</sup> 2014

Van Wezel Accountants B.V.

J.H. Didden MSc  
Registeraccountant

Van Wezel Accountants BV

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E-mail info@vanwezelacc.nl | Internet www.vanwezelacc.nl | Beroep 183660 | KvK Den Haag 18019673 | NL0042-39.027.B.01

Op onze opdrachten en verslagen aanbrengen wij de RIVEA/NORA Algemene Voorwaarden van toepassing, zoals goedgekeurd bij de Griffier van de Afdeling Registratie van de Kamer van Koophandel te Amsterdam, oordeelnummer 1127098



# A DEGREE FOR MEKUANENT

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**I AM MEKUANENT AND I AM TWENTY-FOUR YEARS OLD. MY PARENTS DIED WHEN I WAS A CHILD AND I HAD TO LIVE ON THE STREET. MY FAMILY WAS VERY POOR, SO NOBODY COULD TAKE CARE OF ME.**

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I have been through a lot and looking back, I was completely lost. One cannot imagine how tough it is to not have somewhere to go at night and nothing to eat. My aunt brought me to Dorcas.

God had a plan for me. I do not know what would have become of me without Dorcas. As a participant in the adoption programme, I was given shelter, food and school materials. But what meant most to me was the attention and care of the Dorcas staff. They listened to my story; what a relief! Soon after I graduated in Computer Science, I found a job as an assistant lecturer at the Hawassa University. After three years, I decided to go and get my Master's degree in Addis Ababa. At the same time I am helping Dorcas with my knowledge of information technology.

Five years I was supported by Dorcas. There are no words to describe how grateful I am that Dorcas was there for me when I needed it.

## Annex A. Budget 2014

	<i>budget</i> 2014
<b>INCOME</b>	
<i>Income own fundraising</i>	
General donations	4,207,605
Legacies	652,000
Project donations	6,000,000
Donations in kind	5,500,000
Gross profit sold items	2,300,000
	18,659,605
Income joint appeals	15,000
Income third party appeals	550,000
Government grants	1,025,000
Interest	15,000
	20,264,605
<b>EXPENDITURE</b>	
<i>Spent on objectives</i>	
Awareness	824,609
Relief and rehabilitation	742,786
Development	8,336,576
Social Care	7,111,827
	17,015,798
<i>Spent of fundraising</i>	
Costs own fundraising	1,885,614
Costs third party appeals	50,184
Costs acquisition government grants	177,864
	2,113,662
<i>Management and administration</i>	
Costs management and administration	801,576
	19,931,036
<b>Total expenditure</b>	
	19,931,036
<b>RESULT</b>	333,569



## Annex B. Distribution project funds 2013

	<i>budget cash 2013</i>	<i>payments cash 2013</i>	<i>contributions in kind 2013</i>	<i>total 2013</i>	<i>budget cash 2014</i>
<i>Distribution between countries</i>					
Romania	373,273	362,220	1,040,237	1,402,457	378,000
Moldova	572,720	548,143	805,185	1,353,328	588,195
Hungary	32,966	32,078	221,464	253,542	33,300
Ukraine	783,641	679,737	566,199	1,245,936	760,500
Albania	445,795	441,704	297,175	738,879	540,000
Bosnia	0	918	0	918	0
Russia	363,495	312,891	118,177	431,067	419,400
<b>Total Eastern Europe</b>	<b>2,571,890</b>	<b>2,377,691</b>	<b>3,048,436</b>	<b>5,426,127</b>	<b>2,719,395</b>
Egypt	953,009	796,914	0	796,914	945,000
Sudan	51,885	20,097	0	20,097	52,200
South Sudan	500,461	591,391	30,840	622,231	675,000
Ethiopia	797,140	856,071	46,260	902,331	837,000
Kenya	868,342	785,305	0	785,305	859,200
Uganda	57,000	56,902	0	56,902	57,000
Tanzania	703,903	556,350	0	556,350	756,000
South Africa	312,799	244,899	353,498	598,397	358,200
Mozambique	81,862	90,965	37,273	128,238	405,000
Zimbabwe	107,111	63,100	0	63,100	110,700
Lesotho	43,740	36,197	26,783	62,980	169,200
<b>Total Africa</b>	<b>4,477,252</b>	<b>4,098,191</b>	<b>494,654</b>	<b>4,592,845</b>	<b>5,224,500</b>
Pakistan	0	7,577	0	7,577	0
Other countries, CfP, transport fund	1,230,858	562,505	1,078,531	1,641,036	742,500
<b>Total other countries, CfP, transport fund</b>	<b>1,230,858</b>	<b>570,082</b>	<b>1,078,531</b>	<b>1,648,613</b>	<b>742,500</b>
<b>TOTAL</b>	<b>8,280,000</b>	<b>7,045,963</b>	<b>4,621,621</b>	<b>11,667,585</b>	<b>8,686,395</b>
<i>Distribution between type of intervention:</i>					
Relief and rehabilitation	441,000	399,600	95,059	494,659	
Development	5,594,967	4,551,423	373,640	4,925,063	
Social Care	2,244,033	2,094,941	4,152,922	6,247,863	
	<b>8,280,000</b>	<b>7,045,964</b>	<b>4,621,621</b>	<b>11,667,585</b>	

## Annex C. Accountability statement

The Supervisory Board underwrites the principles of the *Code Goed Bestuur voor Goede Doelen* (Code of Good Governance for Charities). The principles of this code are:

- Within an organisation, the function of ‘monitoring’ (determining or approving of plans, and critically following the organisation and its results) must be clearly segregated from the functions of ‘managing’ and ‘execution’.
- The organisation is required to work continually on optimal spending of funds, so that the realisation of goals is worked on effectively and efficiently.
- The organisation strives to maintain optimal relationships with stakeholders, with special attention being paid to the provision of information, and the noting and processing of wishes, questions and complaints.

### MANAGING AND MONITORING

The segregation in functions was defined as follows in 2013:

Supervisory Board: monitoring and critically monitoring the organisation and its results

Executive Board: managing and executing.

This is elaborated in chapter 2 ‘The organisation Dorcas’. This chapter also describes the structure and the activities of the Supervisory Board and how it assesses both the Executive Board and the Supervisory Board.

### SPENDING OF FUNDS

The objectives and the results of 2013 are outlined in chapter 1 ‘Objective and Strategy’. In chapter 3, ‘Programmes’, the impact of Dorcas’ work is reported for each sector listing the most important objectives and results in 2013. In between the chapters, individual stories show what the difference the realised impact has in the personal life of a beneficiary. The paragraph on monitoring and evaluation in chapter 3 describes how processes are monitored on the basis of which timely adjustments can be made in the activities to reach the set objectives. The points of improvement for each sector are outlined in this chapter.

### STAKEHOLDERS

Dorcas communicates with an extensive network of stakeholders. Stakeholders outside the Netherlands include the field offices, partner organisations and beneficiaries. Chapter 3 describes how Dorcas contributes to the development of the partner organisations in the project countries. Chapter 3 closes with an overview of the partners Dorcas works with.

Stakeholders in the Netherlands include the Christian disaster relief cluster and Prisma. These are described further in chapter 2.

Chapter 4 describes how Dorcas actively communicates with its supporters through various publications; complaints are registered and recorded and every two years, an employee satisfaction is held among staff in the Netherlands and abroad. Dorcas works closely with thousands of volunteers in the Netherlands.

#### *Supervisory Board*

Lt. Colonel Mrs. Dr. Ine Voorham, *Chairperson*

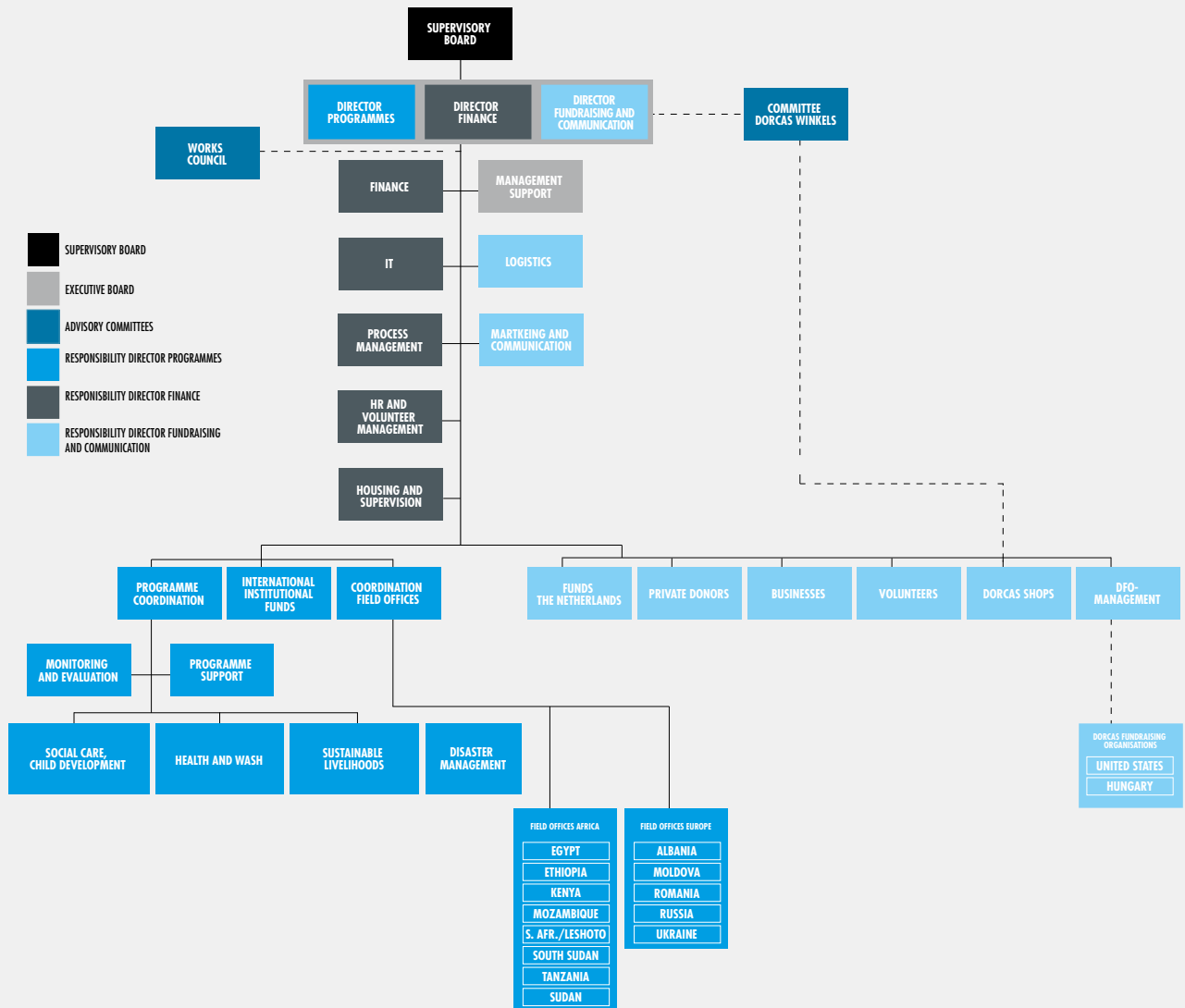
#### *Executive Board*

Michel Gendi

Nico Hoogenraad AA

Joeke van der Mei

## Annex D. Organisation chart



## General amenability

Dorcas has drawn up this annual report with great care. In the process, choices were made concerning the structure, content and design. The most important choices are explained below. Dorcas operates in many different ways to support the poor. A selection was made from all these for this year's report. Transparency and relevance for the stakeholders is the aim of these narratives.

Dorcas aims to transform the lives of the poor and oppressed by sharing God's love. How this is done, is described in chapter 1 'Objective and Strategy'. On the pages in between the chapters you will read five human interest stories – personal stories that illustrate the impact of Dorcas' work.

In its programmes, Dorcas collaborates with local partners in Eastern Europe and Africa. These partner organisations know the community from within and know what is needed to improve living conditions, and to increase the community's ability to cope. Dorcas values the collaboration and development of these partner organisations; this is described in paragraph 3.4 'Partner Development'. To provide insight into the impact of the programmes, the objectives, results and development points are summarised in tables in chapter 3. Dorcas introduced a new planning, monitoring and evaluation system in 2013. This is described in more detail in paragraph 3.5 'Monitoring and evaluation'.

Photographs and videos bring the story of Dorcas to life. With this story, Dorcas want to stimulate people to take action for the poor in Eastern Europe and Africa. Without the thousands of volunteers, Dorcas would not be Dorcas. Their enthusiasm and invaluable effort play an important role in the work of Dorcas. The importance of their work is demonstrated in several chapters of this report.

### COMMENTS

The structure, text, figures and design of this annual report have been checked by the editors and Dorcas board members. If you have comments or questions, please send an e-mail to [redactie@dorcas.nl](mailto:redactie@dorcas.nl) or call +31 (0) 228 595900.



# THE HISTORY OF DORCAS

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**IN 1980, DIRK JAN GROOT AND HIS WIFE SET UP THE 'CHRISTIAN FOUNDATION FOR AID TO THE PERSECUTED FOR CAUSE OF CONSCIENCE' FROM THE NEED TO PUT THE GOSPEL INTO PRACTICE FOR THE BENEFIT OF PEOPLE WHO WERE PERSECUTED AND HAD TO LIVE IN POVERTY. THE FOUNDATION TARGETED THE THEN STILL 'CLOSED' COUNTRIES IN EASTERN EUROPE.**

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After the fall of the Berlin Wall and political reforms in Eastern Europe, these countries became more easily accessible and the working group Dorcas was founded, named after one of the first Christians who was 'full of good works and almsdeeds' (Acts 9:36, KJV). The group focused on collecting and transporting goods and was named Foundation Dorcas Aid International; Dirk Jan Groot became its director.

When communist Ethiopia was hit by famine in 1989, Dorcas sent food by sea container. Soon, the sphere of action in Africa extended to several countries. Over the course of time, the work was subdivided into two foundations. Dorcas Aid

International (founded in 1995) became responsible for the execution of the projects abroad. The raising of funds for this work was done by 'Dorcas Aid Netherlands' (Dorcas Hulp Nederland) (1997). Dirk Jan Groot led the organisation for thirty years until he retired in 2010.

The boards of Dorcas Aid Netherlands and Dorcas Aid International decided to integrate both organisations. Early 2012 this unification was realised internally and in 2013, the merger deed was recorded. Foundation Dorcas Shops is also part of this merger. As of October 2013, all Dorcas' activities are combined in one organisation: Dorcas Aid International.

# TOGETHER WE CAN MAKE A DIFFERENCE

Dorcas provides relief and development in seventeen countries in Eastern Europe and Africa.



**DORCAS**  
RELIEF & DEVELOPMENT