

DORCAS *annual report*

2016 in text and images

Stories about
change

'My thinking has changed'

'My name is Wolda, I am 56 years old, a farmer, and the father of ten children. I live in the Awassa region. I've been a farmer all my life. I used to grow vegetables on the land for my family's use.'



'Through the project, we now cooperate with other farmers in the area and, along with nine others, have started a self-help group. We were given training in agriculture and sowing methods, as well as in marketing. Consequently, we were able to start a cooperative, in which we agree between ourselves what crops we will grow. The fact that we are working together means we can get a higher price when selling our products.

And now something special has happened: Other farmers are wanting to join the cooperative - more and more of them. They can see the good yields we get from our land and they want to be part of it. There are currently 22 farmers in our group, which makes us stronger and able to grow further. We were recently seen on local TV showing our project. The government also awarded us a prize for the best agriculture project in our region.

The biggest change in my life is that my children can now go to school. They also have clothes and shoes. And what's more, they are smart: they count their money! So what I have learned they are learning as well! I'm a happy man! My thinking has really changed. We work harder and we can see the results of that. This gives me pleasure every day!

<
'Because we are with more Farmers, we can get a higher price when selling the products'

Contents

A summary of 2016.....	4	3.5 Monitoring and evaluation.....	61
How we work.....	6	4. Working Together	64
Foreword from the Chief Executive Officer.....	7	4.1 Meeting.....	65
Interview with the Chair of Supervisory Board.....	8	4.2 Sharing.....	68
1. Our aim	12	4.3 Buying.....	69
1.1 Identity.....	13	4.4 Giving.....	71
1.2 Strategic plan.....	14	4.5 Praying.....	75
1.3 Quality and inspection of our work.....	18	5. Our financial resources.....	78
1.4 Risk management.....	19	5.1 Balance Sheet on 31 December 2016	79
1.5 Preview 2017.....	21	5.2 Statement of Income and Expenditure 2016.....	80
2. Our organisation	24	5.3 General notes.....	82
2.1 Management and supervision.....	25	5.4 Notes to the Balance Sheet.....	86
2.2 Our co-workers.....	28	5.5 Notes to the Statement of Income and Expenditure.....	93
2.3 Networks.....	31	5.6 Costs of own organisation	102
2.4 Social values.....	33	5.7 Cash Flow Statement 2016.....	107
2.5 Complaints.....	33	5.8 Signing by Board of Directors and Supervisory Board.....	108
2.6 Our CSR priorities.....	34	5.9 Auditor's report.....	109
3. Our work.....	38	History	113
3.1 Eastern Europe	39	Annexes.....	110
3.2 Africa.....	49	A. Organogram.....	114
3.3 The Middle East.....	57	B. Partner organisations overview 2016....	115
3.4 Development of partner organisations.....	60	C. Budget 2017.....	116
		D. Distribution of direct project expenditure	117
		E. Composition of the Boards.....	118

Publishing information

Annual report 2016

This is the annual report of Dorcas Aid International. The report has been compiled in accordance with Title 9 Book 2 of the Civil Code of the Netherlands and complies with guideline RJ 650 for fundraising organisations. The financial year corresponds to the calendar year. A full copy of this report can be found in Dutch at our website dorcas.nl and in English at dorcas.org.

Board of Directors: Leo Visser (Chief Executive Officer), Michel Gendi (Programme Director), Nico Hoogenraad (Financial Director). Chair of the Supervisory Board: Ine Voorham. Financial report compiled by: Finances department. Annual Report editorial staff: Marketing and Communication Team. Photographs: Dorcas, Matthijs Voskuil, Eric Poffers, Cees van der Wal. Design: Redmatters, redmatters.com. Printed by: Pieters Media, pietersmedia.nl.

Dorcas Aid International

PO Box 12, 1619 ZG Andijk
The Netherlands
Telephone: +31 228 595 900
E-mail: info@dorcas.nl
Website: dorcas.org
IBAN: NL04 RABO 0106 2500 00
Facebook: facebook.com/dorcashulp
Twitter: twitter.com/dorcashulp
Youtube: youtube.com/dorcashulp

Dorcas Aid America

W Alameda Parkway, Suite 105
Lakewood, Colorado 80228
Telephone: +1 201 345 4548
E-mail: usa@dorcas.org
Website: usa.dorcas.org
Facebook: facebook.com/usadorcas
Twitter: twitter.com/usadorcas



A summary of 2016

In 2016
we supported
766,173
people

Change is the theme of this Annual Report.

Together we contributed to sustainable change in the lives of the poorest in 16 countries in Eastern Europe, the Middle East and Africa.

Healthcare

48.222

people supported in
Africa

2.148

people supported in
Eastern Europe



Water, sanitation and hygiene

186.873

people supported in
Africa

6.300

people supported in
Eastern Europe



General Material Support

8.400

people supported in
Africa

23.372

people supported in
Eastern Europe



Prisoner care

14.721

people supported in
Africa

8.524

people supported in
Eastern Europe



Child development

3.283

people supported in
Africa

1.509

people supported in
Eastern Europe



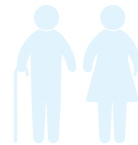
Elderly care

1.596

people supported in
Africa

4.099

people supported in
Eastern Europe



Sustainable economic development

38.201

people supported in
Africa

4.923

people supported in
Eastern Europe



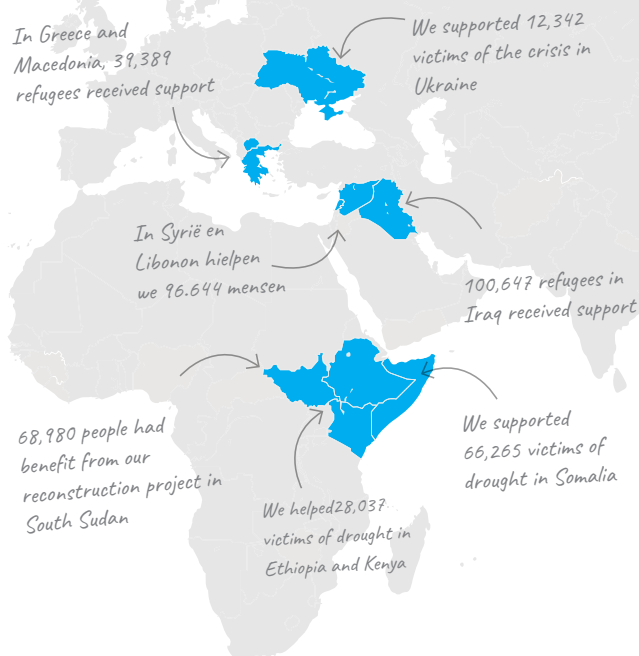
Family care

23.372

people supported in
Eastern Europe



Our relief programmes in 2016



Highlighted

A new story

We worked on a new story for Dorcas in 2016, with various departments and stakeholders giving their input.

Strategic plan

We prepared for our new strategic plan (2017-2021) through a focused process of completing a SWOT analysis. The key element of the new strategic plan is to expand inclusive community development in all of our projects. In addition, we are seeking to build a Dorcas “community” in The Netherlands. During an intensive process, which included a SWOT analysis, we prepared ourselves for a new strategic plan for the period 2017

to 2021. Our plan is to develop our work further in inclusive community development. Furthermore, we are building a Dorcas community in the Netherlands.

Influencing Policy

In 2016 we had a number of productive meetings with members of the Dutch House of Representatives. To support that we showed the film Face Down that concerns the conflict in Eastern Ukraine and which we made at the start of 2016

Visits to Field Project

Two groups visited Dorcas projects in 2016, one to Moldova with 23 sponsors visiting their grannies

and children and the other group to Romania.

New Dorcas shops

The Dorcas shops in the Netherlands are doing well. Four new Dorcas shops were opened in 2016. A total of 2,000 volunteers share the work to operate these shops.

Dorcas Academy

In 2016 we prepared for establishing the Dorcas Academy, through which we will invest in our staff's knowledge and skill level. Preparations were made in 2016 for setting up the Dorcas Academy, through which we will be investing in the knowledge and skills of our co-workers.

How we work

See also page 18

Change in
human lives,
communities
and societies

Our Theory of Change establishes how we seek to bring about lasting change in the lives of people, communities and societies. We believe in the God-given potential of every person; we empower people flourish.

Poverty

Poverty is caused by a variety of factors. The causes each require a different approach to effect long-term change. In any given situation, there may be a number of causes of poverty. We make distinctions between the causes of poverty:

- ▶ Negative worldview and mindset
- ▶ Sub-standard living environment
- ▶ Injustice and poor governance
- ▶ Conflict and violence
- ▶ Natural circumstances (e.g. drought and famine)

Change at three levels

In order to achieve the stated goals, we direct our efforts towards change at three levels:

Individual

At the individual level, this entails a change in a person's mindset. This is where the greatest change takes place. The result is a growing sense of self-esteem, increased self-confidence, and confidence in the future. This helps people take responsibility for themselves and for their families, to explore opportunities for utilising their talents and to work to improve their living conditions as well as those of the community as a whole.

Community

At community level, we bring individuals together and help them develop structures for improving

basic services. We have a specific focus on marginalized groups, such as the elderly and those who are disabled or suffering from chronic illness. We work closely with the community to develop social safety nets for people, such that the community itself takes responsibility for caring for these at-risk groups. We seek to expose harmful cultural customs (e.g. female genital mutilation) experienced by certain populations so that people are not excluded from their communities.

Society

At the societal level, we encourage partnership with government agencies, private organisations, churches and businesses. We believe it is important that change taking place at an individual and community level should also be embedded in broader institutions. This helps foster lasting change.

Flourishing people and communities

The fruits of this approach are seen in the way people and communities begin to flourish. We see dignity, hope and strength renewed, with people becoming more resilient. Strong, inclusive and dynamic community structures are developed. Governments and administrations become more and more responsible. Living conditions become more safe and peaceful. There is access to basic services, such as healthcare and clean drinking water. ☒

Change

Our aim is to see lasting change in the lives of the poorest of the poor.

Change – leaving behind the hopelessness of extreme poverty and finding hope so people can face the future with confidence. Lasting change – because we do not want people to fall back because of unforeseen setbacks.

Dorcas wants lives changed permanently. This is a huge and demanding mission. Sometimes people find themselves in difficult circumstances. We focus on those groups that are marginalised and are invisible to others, such as older people and other groups – those who are excluded from mainstream society. We direct our efforts towards these people and these lives. In doing so, we know this is a great challenge. However, we believe that every person and every life matters, that every person should live with dignity.

It is in this spirit that we walk alongside people like Halima in Tanzania, a widow of 60, who was isolated and at rock bottom when we met her. She is now flourishing, having regained the courage to keep going. The harvest of crops has improved and she now has a cow and a calf, which has resulted in increased income. Halima is known and seen by the people around her and she is fully part of her community.

In 2016 we focused on finding ways for marginalised people to

participate in their development. This formed the context for quality improvements and a sharper focus for our programmes. We also want to improve our fundraising methods. Dorcas wants to be a strong unified whole, to move beyond a 'silo mentality' that has been created. We need to change just like others need to change, so that we remain relevant for those on the margins and continue to be focused on the today's challenges. Change is happening ever faster: we want to be self-aware and to respond to situations flexibly while being focused on the very poorest.

Last year was full of change for Dorcas and it continues in 2017. In January, 2017 I was appointed CEO of Dorcas and this is part of the change process. I recognized immediately that Dorcas is a wonderful organisation, with its own unique strengths. Our work to bring hope and permanent change to the lives of the very poorest happens through the efforts of thousands of motivated volunteers, tens of thousands of donors and the prayers of many people. Together, we form an exceptional

organisation which we will seek to guide for the coming years for the benefit of the poorest of the poor.

Dorcas is somewhat stubborn – and we are proud of that. Here at Dorcas we like to do things 'the Dorcas way', which means being just a bit stubborn at times. But, that's something we're proud of too. We enjoy rolling up our sleeves and getting down to work. We want to retain this character throughout all the changes. In this way we will move mountains again in 2017. We do not do this in our own strength, rather we do this through the grace of our heavenly Father.

Throughout all the changes our work continues. I hope you have come to expect of us. Please enjoy reading this 2016 annual report.

Leo Visser
Chief Executive
Officer





‘The pioneer spirit is still there, our story goes on’

*Ine Voorham,
Chairman of the
Supervisory Board,
on changes at
Dorcas*

The theme of this annual report is ‘change’, and for good reason. Dorcas is clearly going through a period of change. We asked Ine Voorham, Chair of our Supervisory Board, for her views on what stood out for her in this regard in 2016.

‘It has become clear over the past few years that we need to steer Dorcas in a new direction. Dorcas started out as a true pioneer organisation. Since then we have succeeded in establishing a strong presence in the countries where we work. We have grown large and become quite professional! Together with the Board of Directors in 2016 we looked at how we can give effective direction to the organisation as a whole. We have now stepped back from the tripartite management model. There is now a single Chief Executive Officer who holds ultimate responsibility.’

New choices

‘It is great to see that our pioneer spirit is still strong. It is in our DNA. It is seen in our willingness to explore new paths, such in our Theory of Change. We consciously aim to empower people and communities. We want to facilitate people tapping into to their inner strength and making use of opportunities open to them. This is not for the sake of personal growth alone, but also to benefit the wider community in the changes.’

‘In 2016, I visited Kenya with the other members of the Supervisory Board and the Board of Directors. This visit made a deep impression on me. What wonderful co-workers we have! I've seen the real difference they make in people's lives. It is not without good reason that the Dutch Ministry of Foreign Affairs has made it known that Dorcas is a very desirable partner in development aid. One element of our unique strength lies in the fact that our work is based on our faith. Our people show enormous courage and enterprise, and they persevere. Consequently, we have built up strong local networks and that has not gone unnoticed.’

Talking about empowerment

‘When visiting the Masai in Kenya I spoke with women there who said that they used to cooperate with female genital mutilation. After receiving training and counsel from Dorcas they believe

that this practice must be stopped. They are now working amongst their own people to stop this form of mutilation. This is empowerment. And there are many more examples.’


‘One priority in many Dorcas projects is clean drinking water. However, to ensure the long-term supply of water requires much more than simply installing a water pipe. We support the community in good management: a hut is built at the distribution point and someone is given the task of opening the supply at set times every day. Everyone who comes to fetch water pays a small contribution for each container they fill. The money is then used for maintenance and repair. As a result, the whole community takes ownership of the water supply.’

The champions

‘I met a group of men at a medical clinic. They were referred to as the champions because they go to local villages explaining the importance of good healthcare. They encourage people to use the facilities that are available to them. Some of the oldest men are serving as these champions. They are often unable to read or write, but they understand perfectly what it is to take responsibility.’

Telling more stories

‘This kind of story has become characteristic of how we work. We share these stories with our supporters in the Netherlands and beyond. This is part of our change process: that we tell more stories. Some people see Dorcas mainly as an organisation of 'box-shifters' collecting goods here in order to distribute them elsewhere. However, that is becoming a thing of the past. It is important to communicate this clearly and to involve our donors and volunteers in how our story is developing today. I have full confidence we will succeed, because God blesses in many ways and because of the wonderful work our people are doing with commitment and enthusiasm.’ 

A woman in a white chef's uniform and hat is focused on slicing carrots on a white cutting board. She is in a kitchen setting with other people in similar uniforms in the background. The scene is brightly lit, likely from a large window. The text 'A woman with hope' is overlaid on the left side of the image.

'A woman with hope'

Lemlem, Ethiopia

For a long time, 23-year-old Lemlem did not dare to dream of a good education, a job or the possibility of a new life. When her father died she was left to the care of a member of the extended family. Lemlem was busy surviving and there was no time to think about the future. She enrolled in a course at the Dorcas training centre in Awassa, Ethiopia and that brought an



‘After my father died, my mother decided to move away. She left me behind with her aunt. Then my mother remarried, but she did not tell her new husband that she already had a daughter. Once in a while during the holidays I would visit my mother. She told her new husband that I was her sister. This made me feel awful,’ Lemlem says looking back on her childhood. ‘I went to school and I helped my great-aunt bake injera, Ethiopian bread. I liked going to church and watching films.’

Baking injera

‘In the fourth year at secondary school I took an exam and the results would decide whether I could continue my studies. Unfortunately, I didn’t do well and I wasn’t allowed to move up to the next class. At the time I could see no future for myself. There were also problems at home as my great-aunt was getting older and could not do as much. So I took over her work and started to bake and sell injera.’

Looking for work

Lemlem decided to look for a job in Awassa so she could send money to her great-aunt. She started out as cleaner at a hotel.

However, the income she received was not enough to live on and to study at the same time. She had to look for other work so that she could study in the evenings as well as do her work. Lemlem heard about the Dorcas training centre through a friend.

Head of service

Once Lemlem registered, she trained to become a cook. ‘I loved working hard and learning so much. Besides the training, I was also working. It was a very busy time for me.’ In just 8 months, Lemlem learned all aspects of food preparation. After she had completed the training, co-workers at the centre helped her find a job. ‘After a number of different jobs, I started working at a local café,’ Lemlem says. ‘Before I could actually start, I first did an orientation - I passed that with flying colours! And I was asked to start as head of service! I love working there and now I earn enough money to provide for my great-aunt too. There are even times when I let myself dream of having my own café. I’d love it if my story could inspire other young people.’ ☺



Section 1

Our Aim

Dorcas has been working to combat poverty for the past 37 years. We strive for a better future for the poorest of the poor in Eastern Europe, the Middle East and Africa. We do this by being present ourselves and by working with local partner organisations. We work in long-term partnership to help develop people's potential.

1.1 Identity

We start by setting out the basis for our work: That is, our belief in Jesus Christ and His commandment to love your neighbour as yourself. In 2016 we worked to re-evaluate what this means - here and now - for the way Dorcas works, and this has been expressed in a number of key documents.

We arrived at these revised key statements through the development of our Strategic Plan for the upcoming years. We tell you more about this in section 1.2.

A new course

Our work has undergone significant changes. For example, we are now focusing far more on supporting people's own potential. We help them build a better future for themselves. This also means we work together on bringing about change in society, for example by advocating for human rights. Above all else, we enable the most vulnerable groups to fully participate in society.

The question we asked is: How do we express our convictions, vision and mission in such a way that it reflects the direction we are taking as an organisation? You can read the results of this process below.

1. What we believe (convictions)

We believe in God. We believe that each human being is valuable and has been endowed with potential. We have love and hope for everyone who lives in poverty, is excluded, or is caught in a crisis.

2. What we see (vision)

In this world, we observe poverty, exclusion and crisis, including the resulting lack of dignity. We do not give in to this. Instead, we desire justice, both for people and their communities, so that they flourish. This is how we follow Jesus Christ.

3. What we do (mission)

We strive for lasting change for those who live in poverty, are excluded, or are caught in a crisis.

Commitment to the people we support

Where there is poverty, exclusion or crisis, we empower people to flourish – with access to basic services, restored dignity and resilience, in strong communities, with an eye for the marginalised, without showing favouritism.

Commitment to stakeholders we work with

We proactively seek to partner with others to increase the long-term impact of our mutual efforts. We are a committed partner who delivers quality and shares expertise.

Commitment to those who support our work

We see everyone who contributes to our work – through prayer, time, money or other means – as a most valuable partner. We involve them in our work and its outcomes and impact through transparent reporting and sharing stories of change.

4. What we are good at (unique strengths)

Personal attention. We look people in the eye and help them gain confidence.

Decisive. We stand against injustice and we endure.

Trustworthy. We do what we say, work deliberately and are good stewards with resources.

Local presence. We are present on site and work with local people who are able to contextualise for their specific context.

5. 5. How we work (core values)

Christ like. We are a Christian organization and we work prayerfully.

Courageous. We value entrepreneurship and are ready to go off the beaten track.

Collaborative. We desire to partner with everyone who shares our mission. ☺

1.2 Strategic Plan

2016 was the final year in our strategic period of 2012 to 2016. In the spring of 2016 we started work on the development of a new Strategic Plan.

Lessons from the previous Strategic Plan

We had a number of ambitions for the years 2012 - 2016, which are detailed below. Looking at these we draw several conclusions:

- ▶ **We helped 12 percent more people** – This was successful in most sectors. When we did not reach our goals it was due primarily due to lack of financial resources.
- ▶ **Greater visibility of Dorcas as an emergency relief organisation** – This has been fully realised, not only because of our efforts in this direction, but because of the number of major crises in areas where we operate
- ▶ **20 percent more income** – We were able to exceed this target, primarily through the increase in income from institutional sources and our Dorcas shops in The Netherlands.

Discussions with co-workers, supporters and fellow organisations

When drawing up our new Strategic Plan we received

input from co-workers as well as our supporters.

We also asked peer organisations for feedback.

Together we considered questions such as:

What are Dorcas' strengths?

Where is there room for improvement?

What developments do we need to respond to?

Analyses from the field

Our field offices have also analysed our programmes in their local environments. They carried out these analyses with partner organisations and other stakeholders. Our focus was specifically on the aspects of poverty. Where is suffering the greatest? What are the major problems for the people there? Where can Dorcas provide added value?

Completing the process

Having gathered this information, we held a two-day session in May 2016. Nine Dorcas staff worked to set out the basis for the new plan. The choices and objectives set out in the plan were then developed in further detail with Dorcas's international leadership team. We then translated the objectives into multi-year plans for our departments. Our field offices made plans for each area on the basis of the Theory of Change. We are completing this process in the spring of 2017. On page 16 you can read about some of the important decisions and choices we made.

Focus Areas

Dorcas will continue to focus on disaster response and development. Concerning the latter, our focus is in a limited number of areas so that we can increase our impact for people and communities. This means, for example, that we are phasing out our work in South Africa and Lesotho. We closed our field office in South Africa in 2016. However, we still support a number of projects in the country, as well as two sponsor projects in Lesotho. We will only be providing disaster response ourselves within our focus regions. If there are emergency situations in other regions, we will support the work of partner organisations.

Focus on specific areas of work

In the new strategic period we will be focusing our programmes on four areas of work: >

Our SWOT analysis

The Strategic Plan has been developed after we analyzed the strengths and weaknesses of Dorcas, as well as the opportunities and threats we see in our context.

This SWOT analysis has been crucial in determining our choices and goals.

Our Strength	Our weakness
Field offices with committed and local co-workers ¹	Lack of focus: our added value must be worked out in greater detail and be seen clearly ³
Large number of supporters in the Netherlands with a sizeable group of highly committed volunteers	Our capacity in the field must grow in quality and quantity in order to respond to new developments ⁴
Strong focus on recipients, particularly the most vulnerable ¹	A need for a stronger presence in the area of advocacy ⁵
Experience and knowledge base in the area of disaster response and development work ²	Our communication and visibility needs to grow
Strong Christian identity that inspires co-workers and the people involved	Internal structure; processes should facilitate collaboration and increase efficiency ⁶
Action-oriented and courageous. We are prepared to work in risky areas	Greater geographical focus in the field
Opportunities	Threats
More partnerships and collaboration ⁷	Safety risks for staff due to greater instability, particularly in disaster response areas ⁹
Increased connection between disaster response, rebuilding and sustainable development ²	New or shifting priorities for institutional donors
Continuing to build on capacity developed within local organisations ⁸	Greater vulnerability of NGOs through politicisation of disaster response and development work ¹⁰
Greater recognition (by governments and others) of the role and value of Christian organisations in development work	Potential tension between our strategic choices and those of government and the availability of institutional funds ¹¹
Significant focus and resources on gender equality	Aging supporters; the percentage of Christians in the Netherlands is decreasing; growing competition in society between charities
Technical innovations offer opportunities in field programmes and in the Netherlands	
Greater focus in the Netherlands on finding meaning, sustainability and consuming less	

Relief

We believe that people who have suffered due to a disaster, crisis or war situation should be helped quickly and effectively with basic needs such as food, water and shelter. We support them so they can

resume their normal way of life as quickly as possible.

Early recovery and resilient livelihoods

We believe in resilient communities in which people remain strong even through times of crisis and disaster.

Explanatory notes on the SWOT analysis

- 1) During the 1990s Dorcas chose to set up its own offices in focus countries, staffed by co-workers from those countries. Thus, we were able to build strong networks in these countries. Our teams complement the abilities of local communities and partner organisations. This also helps us keep the focus of our programmes firmly on the individual. We invest heavily in empowerment of the most vulnerable people in particular.
- 2) Disaster response and sustainable development are two areas of work in which we are experienced. There are many opportunities, including in relation to funding, to bring these two together including in the fight against climate change. This provides opportunities for Dorcas.
- 3) Dorcas has always worked across a range of areas. During the previous strategic period (2012-2016) we created more focus. However, based our Theory of Change, we will need to specialise more in an identified 'Dorcas way of working'.
- 4) Investing in the capacity of our field staff is crucial because their role is more complex and their responsibilities are increasing.
- 5) We focus on advocacy in our Theory of Change: representing interests and influencing policy. We want to invest more in this.
- 6) We need to improve our internal structures and processes to ensure Dorcas is stable, which will make the organisation more effective.
- 7) Partnership is the best opportunity for providing disaster response more efficiently and with greater impact, as well as for combating poverty. Over the past few years Dorcas has become part of various networks. This will continue in the future.
- 8) Our field offices have been investing in increasing the capacity of local organisations and communities. We will build on that over the coming years and sharing the experience we have gained.
- 9) The main threat we perceive to our work is the growing instability in the areas where we work. The safety risks for field workers are increasing. Moreover, the continuity of our programmes may be at risk: an escalating conflict can easily undo much of what has been achieved.
- 10) Governments more frequently connect funding for disaster response and development to a political agenda. It remains a challenge for organisations such as Dorcas to find a match between strategic objectives and opportunities for financing.

Strategic choices for 2017 - 2021

- ▶ People and communities enabled and empowered to flourish;
- ▶ Dorcas is known for and specialized in community based inclusive development;
- ▶ Sustainable and diversified fundraising and resource relationships.

Together with stakeholders, we ensure basic facilities for the entire community. People are then able to be resilient both during and following the crisis. Working together we help to avoid further disasters or crises.

Enterprising people and communities

We believe that vulnerable people and communities have the potential to secure their own income and provide for themselves. We encourage people to deploy their talents and we help them develop these talents. We influence local and national governments so that everyone has the opportunity to participate in society.

Community-based care and protection

We believe in a society that cares for the most vulnerable in its midst, such as the elderly, those with disabilities and minority groups. Together we develop social safety nets so that people look after each other, accept each other and give each other the care and support they need.

The decision to focus on these areas of work means - particularly in Eastern Europe - a change from material aid (distribution) to working on local safety nets, income improvement and the protection of groups, such as older people who are not self-reliant.

We will be living out 'the Dorcas way' in these areas of work. This will build our reputation in the area of inclusive community development. In other words, building on a better future for the community together with our stakeholders.

We are also developing a specific approach to disaster response. We will prepare for potential disasters and mitigating risks (e.g. climate change) will become part of our programmes. In addition, we will leverage our expertise in disaster response and development and use these in conjunction for programmes aimed at rebuilding communities.

The Dorcas community

Since the start of our work as an international organisation we have used the motto, *Together we can make a difference*. We are emphasizing the fact that we can only bring about change together.

Together with our supporters in the Netherlands and other countries, together with the people for whom we work and together with other organisations that play a part in improving living conditions. In the coming years we will place greater emphasis on forming alliances among development organisation networks, so that we can make best use of each other's expertise. Together we can achieve more.

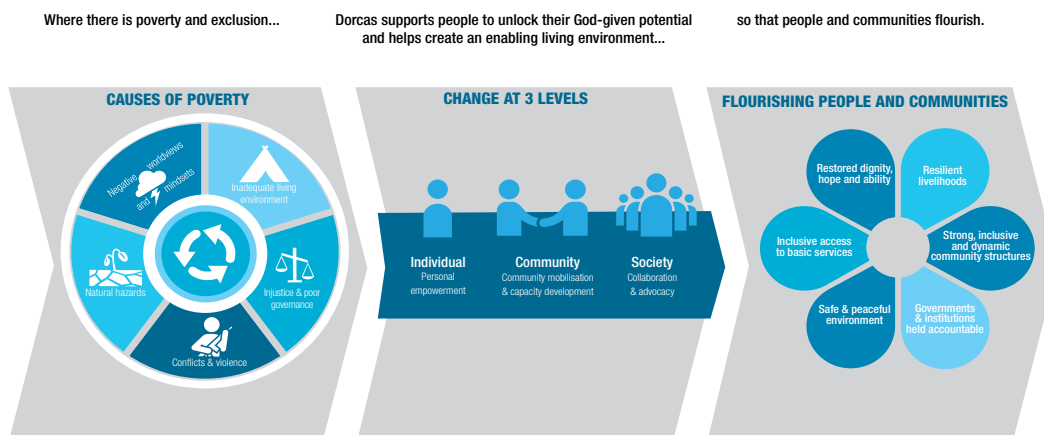
In 2016 we reflected on our relationship with our supporters and with Dutch society. As an outcome of this process, we have decided to carry out our work more closely with our support base. The term 'fundraising' actually means that we, as an organisation, do our work and that the donors - tens of thousands of private individuals, churches, foundations and businesses - make that financially possible. We provide reports about that with respect to our projects. We want to do our work in closer partnership with these supporters. They not only make it possible, but we also do the work on behalf of and together with them. Together we form the Dorcas community.

As a result, we are making fundraising campaigns more integrated and will be communicating about our work more regularly. This means sharing many more stories - those that illustrate the impact of our work so that people see what we are achieving together. We will share these stories using words, photos and film. We also believe it is important to invest in developing relationships with younger generations. Our communication will be more personal and more inclusive, so that we touch people and they feel involved. We started on this over the past year and we will continue to develop this area.

Our work is increasingly focused on permanent change in living conditions; consequently, distributing goods is now a very limited part of our work. In the future the request for goods will be reduced further from countries where we work and we will change the way we collect goods in the Netherlands. For many years, Dorcas shops have found an excellent way of using goods for the benefit of the poorest of the poor. We are planning to increase the number of shops over the coming

Theory of Change

Dorcas works on the basis of its Theory of Change. This is a description of the process of change that we (together with others) want to realise in a community in order to permanently improve living conditions. The illustration below summarises this process. We have also translated our Theory of Change into specific terms for our development programmes.



years. This is only possible with the help of our many volunteers. It is important that a balance is struck between the resources we make available for disaster response programmes and those for development work. If we are involved in a large number of emergency situations this must not result in our development programmes being harmed. In regards to institutional fundraising, we are delighted to have the Dutch government as a key partner. At the same time, we do not want to rely on this source of income too heavily. We strive to maintain diversification among our institutional partners and we continue to make efforts to develop this area. ☒

1.3 Quality and inspection of our work

All departments and field offices compile an annual plan on the basis of our Strategic Plan. These plans set out what results they want to achieve by means of activities and the prerequisites for them.

The departments and field offices provide reports every quarter setting out interim results. Depending on these results, agreements are made as required about any adjustments needed. The annual results

follow at the end of the year, providing analyses of what went well and what do not. We draw lessons from this analysis in order to improve our programmes.

Planning, monitoring and evaluation

The emphasis in our planning, monitoring and evaluation (PME) is on improving project proposals. This also involves thorough preliminary investigation and risk and sustainability analyses. Methods are included in our PME system for assessing project proposals to give us better insight into strengths and weaknesses of a proposal. By making these evaluations we can assess the effectiveness, efficiency, relevance and sustainability of our work. We use these results for new plans.

We have set progress indicators to determine whether we are on track with our objectives during a policy period. These are measured monthly, quarterly and annually by specific co-workers, including our country directors. Our PME processes are set up in such a way that the Strategic Plan, policy documents and annual plans connect to each other. We can then ensure that we direct our resources as effectively as possible towards the objectives for which they are intended. ☒

1.4 Risk management

We make use of extensive risk assessment in our work. This assessment covers risks that could endanger our work, as well as measures we have taken or should take to limit those risks as much as possible.

Below we describe the risks we encounter and what we are doing to mitigate those risks.

Small partner organisations

We work with small partner organisations in the countries we serve, and this challenges us to effectively assess our plans and achievements. Thanks to our field offices, we are able to monitor the implementation of projects, as well as expenditures. When setting budgets, we also take account of the capacity and stability of our partners and their wider environment.

Reserves

Fluctuations in our income from private fundraising are seasonal in nature. A large proportion of donations are received in November and December. In addition, we receive substantial institutional grants, although these are paid at peak times during the year. We monitor our cash flow based on the actual income and maintain two reserve funds. The first is a 'special purpose' reserve for financing the fixed core of essential assets. This is determined as the sum of the fixed assets, plus 25 percent of the stock, minus the long-term debts.

We also have a 'continuity reserve', which is for leveling seasonal reductions in our income and deviations to the budget. Ideally this reserve should remain at €3 million. This was not achieved in 2016. Due to decreased income we reduced our expenses on sustainable development projects. Nonetheless, we were not to build the reserve to €3 million and it stood at €923,000 at the end of 2016. A healthy continuity reserve is a key objective for 2017.

Liquidity

Our policy is to set project budgets at 80% of the

anticipated expenses. The additional 20% will be spent only if the funds are received for the entire project budget. In 2016 Dorcas faced a crisis due to additional expenditures from 2015 which brought our liquidity to a critical level. As a result, in the first quarter of 2017 we made significant reductions in spending throughout the organisation to bring our liquidity to a more stable level. As we go forward our policy is that if income is ahead of budget we are able to spend more on a project. If income is lagging, we will delay expenses or potentially cut them entirely. These policies are written into our agreements with partner organisations in the field so that all parties have realistic expectations.

Exchange rates

Dorcas receives the greatest share of its income in euro. However, most of our expenses are in other currencies. This involves currency risk. In partner and project agreements we set budgets in the local currency. Only under extreme circumstances (such as when the exchange rate fluctuates over an extended period) we adjust our expenditures up or down.

Fraud

In order to minimise the risk of fraud we have measures set out in our financial policy. We do regular internal audits and look at how these measures are being applied in reality. The risk that money is diverted from projects for which it is intended is very small, due in large part to Dorcas having our own offices in our focus countries and our on site monitoring of expenses.

All funds for partner organisations is dispersed in installments. The partners report regularly on their expenditures. An audit is carried out of partners who implement projects greater than €75,000 annually. This is also the case with projects outside our focus countries. Such audits are carried out by a local, accredited accountancy firm.

We also make regular visits and financial audits of the field offices. We use a programme that has been developed in the field for these audits. Our auditor checks the books of a number of partner organisations while on the audit visit. Obviously, we do not wish to be involved in any way with money laundering or other criminal activities, or with any other prohibited

transactions. In order to prevent this, we have written these guidelines.

Capacity and income of the organisation

The capacity of our organisation is related directly to our income. If our income drops unexpectedly, our capacity will become stressed quickly. In the Netherlands this impacts the number of employees in the headquarters, which is the major expense. We limit this risk by analysing income trends in The Netherlands and closely monitoring our continuity reserve.

Dorcas shops

Our Dorcas shops are run entirely by volunteers. We place a great deal of emphasis on maintaining good contact with our volunteers. We understand what binds us together, namely 'working together for the benefit of the poorest of the poor.' We listen to their input and support them in their roles. As a result we are able to promote the shops. On a legal level the shops form part of our organisation. Their bank accounts and contracts (including leases) are registered under Dorcas. This limits the risk of a shop seeking to separate from Dorcas.

The operational responsibility for shops lies with a local committee. The final responsibility for all the shops lies with the Dorcas Board of Directors. The Board of Directors manages the Shops team, which is made up of those Dorcas employees who supervise and support the committees and their shops. We have guidelines for managing the risk of fraud. These include: The treasurer of a shop does not work at the cash register; there must be two people who count the money and who deposit funds; inspections are done by our Finance department on the financial reports and related documents. Each shop is visited once every three years for an inspection by a Dorcas employee. This includes reviewing procedures, both operational and financial, and checking that these are being properly followed. This is also a requirement under the agreement for supervision entered into with the Dutch Tax Authority and the audit carried out by the external auditors. In 2016 Dorcas staff visited 7 shops.

Safety

We work in risky areas. Therefore, we have protocols

and guidelines for response in the event of robbery, kidnapping, political unrest and the outbreak of fighting or war. We are able to respond effectively and avoid risky situations for our co-workers, especially because of strong relations with NGO networks, the United Nations and various embassies. We also have training sessions and receive feedback from past experience to support our co-workers and to minimise risks. The Dorcas Handbook for Safety and Security was produced in 2015.

Dorcas field offices

Virtually all of our field offices form a legal part of the Dutch corporate entity. These are branch offices or, in tax terminology, 'permanent establishments' of the association. This reduces the risk of field offices breaking away from Dorcas, taking with them property and programmes. Three field offices are their own legal entities: Egypt, Lebanon and Romania. Members of the Dorcas Netherlands Board of Directors have a seat on the Board of these organisations and/or additional contractual agreements have been put in place. We also have agreements with the local entities which activities they will carry out as a field office and those as a representative of Dorcas. The finances of these three local entities are incorporated in Dorcas' financial accounting.

Dorcas Fundraising Organisation

The Dorcas Fundraising Organisation (DFO) in the United States of America is a separate legal entity. We have a Charter Agreement with the DFO in which our exclusive collaboration is set out in regards to fundraising. This agreement states that the DFO is bound to Dorcas and that it will only raise funds for Dorcas projects. The DFO is free to choose opportunities for fundraising and to take advantage of those opportunities. The organisation is run by an independent Board of Directors. The DFO finances are not consolidated in the financial accounts of Dorcas in The Netherlands.

Publicity and reputation

Dorcas has a good name and is known as a trustworthy organisation. It is of great importance that the risk of damage to our reputation, through

inaccurate reporting or crises is limited as much as possible. Incidents affecting other organisations over the past years have shown the potential negative impact of damage on an organisation's reputation and programmes, as well as to fundraising potential. In order to limit this risk, we will develop a crisis communication plan in 2017. This plan is intended to facilitate a proper response in case of unexpected events that could damage our reputation. ☒

1.5 Preview 2017

We have set the following priorities for 2017:

- ▶ Making the final decision on our strategic choices: stating the focus areas, expertise, geographical focus, organisational roles and providing a framework for outcomes and impact.
- ▶ Developing new programmes and phasing out old programmes.
- ▶ Strengthening and growing the Dorcas Community, as well as planning and implementing a strategy for fundraising, marketing and communication.
- ▶ Reorganising the organisation in the areas of fundraising, marketing and communication.
- ▶ Integration of programme implementation and fundraising in the Netherlands and in the field offices.
- ▶ Strengthening the financial and reporting systems through the use of dashboards.
- ▶ Establishing a new strategy for collecting and distributing goods; better coordination with the so-called circular economy and using the income for our projects.
- ▶ Involving volunteers in changes in programmes and the deployment of goods. ☒





Broken hearts healed

Gezim and Zhaneta, Albania

One day the telephone stopped ringing. Their children stopped calling. A feeling of abandonment settled into the hearts of Gezim and Zhaneta. Slowly but surely the Albanian couple lost contact with the outside world.

The estrangement between the parents and their children started when the family was forced to leave their home due to pressure from Gezim's brother, an event that changed their lives forever. Until that time the families had lived together under one roof, as is the tradition in Albania.

The couple moved into a small apartment with their two sons and daughter. Gezim worked as a driver and Zhaneta earned money working in a factory. They did their best to support their growing children, but often their income was simply inadequate. Poverty became a part of their lives. Once the children reached adulthood, they left for Greece to find work there. Gezim and Zhaneta divorced, and the children became more distant; contact became more and more infrequent.

Dorcas got to know Gezim and Zhaneta. They visited the couple and decided to include them in the project. Since then Gezim and Zhaneta have been receiving support. However, the real change in the lives of this elderly couple came through the visits they receive in their home. A group of older people from the centre visit them regularly. Gezim and Zhaneta have been encouraged by the contact and the companionship. They chat, play games and eat together. They are slowly changing from being broken people into a hopeful couple who can see that others genuinely care for them. ☺

The Difficult Task

Gezim and Zhaneta's world became even smaller after Gezim suffered a heart attack. He became physically disabled and is no longer able to walk. Zhaneta did her best to care for her husband, but their age and his bad health made that a difficult task. The feeling of abandonment made the situation even worse. There was no one left who care for them. In 2012 co-workers from





Chapter 2

Our organisation

This section sets out details about the management and supervision of Dorcas, our personnel policy and our networks. We also report about our relationship with the people connected to us; recognition of our work and the way we handle complaints.

2.1 Management and supervision

Supervisory Board

Dorcas is recognised as a charity by the Dutch Central Bureau on Fundraising (CBF), which provides external supervision of charities. The conditions for oversight are set out in rules and regulations. A charity is approved only after it has demonstrated that it fulfills these conditions.

One important requirement of the CBF is that the organisation is accountable for the way in it is organized for internal supervision. There are three key aspects to this supervision:

1. There must a separation within the organisation between management, implementation and supervision.
2. The organisation must use all available resources, including financial, as effectively and efficiently as possible.
3. The organisation must take into consideration all of the interested parties involved in the work they carry out.

Task	Responsible
Monitoring	Supervisory Board
Control	Management
Daily guidance and execution	Leading employees

Division between management, implementation and supervision

Dorcas employs a Supervisory Board model. The Board of Directors is responsible for management and for policy. The Supervisory Board supervises the role of the Board of Directors. In addition, the Supervisory Board gives advice on policy.

The Supervisory Board took the decision in 2016 that Dorcas's management - the Board of Directors - should comprise a Chief Executive Officer (CEO), Programme Director and Financial Director.

The tasks and responsibilities of management are set out in the Board of Directors and Supervisory Board Regulations, as is the relationship between the Board of Directors and the Supervisory Board. One of the aspects specified therein is how to avoid conflicts of interest and how to handle complaints.

The Board of Directors is responsible for policy and its implementation. The Board of Directors and a departmental manager form the Management Team (MT). In principle, the Management Team meets once every two weeks. The Board of Directors is responsible for passing on timely information to the Supervisory Board so that in turn it can fulfil its supervisory role. The Supervisory Board meets six times a year. >



Supervision of policy

The basis for supervision is the strategic plan (2012-2016), annual budget and plan, and the multi-year budget. Fundraising plans, programmes and facility services are included in these. The Board of Directors provides reports on the progress of these plans, as well as the results achieved, on a regular basis. These are discussed subsequently with the Board of Directors. The budget and the annual accounts are discussed in the audit committee meeting prior to submission to the full Supervisory Board after which the budget and annual finances are approved.

Auditor

The Supervisory Board appoints the external auditor. In 2016, WITH Accountants was selected for the audit. The auditor checks the financial accounts, issues an auditor's report, composes the annual management letter and attends the Supervisory Board meeting during the discussions on the annual accounts and the management letter.

Committees

The Supervisory Board has two committees which discuss these matters prior to the full Board of Trustees making decisions.

Audit committee

Discusses financial and legal matters, the budget and the annual accounts. Three members; the committee meets twice a year

Remuneration and appointments committee

Discusses the appointment, suspension and dismissal of the Board of Directors or members of the Board and annually determines the remuneration of Board members.

Two members; the committee meets once per year and on an ad hoc basis.

Supervisory Board meetings

The Supervisory Board works according to a scheduled cycle so that relevant issues are regularly on the agenda. Agenda items are discussed first by the MT and then finalised, prior to documents being sent to the Supervisory Board. Two to three weeks prior to each Supervisory meeting, the Board Chair

and the Chief Executive Officer jointly prepare the agenda for the meeting.

The Supervisory Board met six times in 2016, reviewing annual plan for 2016, the 2017 budget, annual finances and the annual report of 2015. The Board also discussed a number of other important matters, including the newly envisaged structure at the top of the organisation and the composition of the Board of Directors. The composition and powers of the MT were also discussed. The Supervisory Board decided to change the previous structure wherein the three members of the Board of Directors were co-equals, and instead appoint a CEO. The role of Director of Fundraising and Communication was eliminated and J. van der Mei's position ended in April 2016. Following a selection process over a number of months, Mr L.D. Visser was appointed as CEO.

Much time was also devoted to fundraising due to the reduced turnover in the budget. During the course of the year the switch was made to an adjusted budget. Additionally, the new approach towards the work based on the newly established Theory of Change was discussed.

Supervisory Board member Mr S. Bos, who chaired the audit committee, resigned due to taking up a new position elsewhere. He was replaced by a newly appointed member: Mr J. van der Linden, who is now chair of the audit committee.

Report on its own work

The Supervisory Board did a self-evaluation of its role and performance. The Board decided to address one additional subject in detail at each meeting in order to gain greater understanding about that specific area. Furthermore, a field visit will be organised for all members of the Supervisory Board.

Best use of resources

We put a great deal of effort into ensuring the quality of our work. We want our funds to grow and to better present the results of our work so that people can see our track record. Our aim is always to record outcomes and impact.



We provide a financial summary every month as well as a progress report of our work. We also measure how efficient we are in cost management, administration, and fundraising. Due to new recognition regulations of the CBF and a new Guideline for Annual Reporting 650, these standards will be reassessed in 2017 in terms of relevance and applicability and will be adjusted as necessary.

Our relationship with interested parties

Dorcas has a wide variety of stakeholders. They are strategic partners in our work. Our target group is the poorest of the poor and we identify with them first and foremost. They represent the heart of our work.

Volunteers

Since the very beginnings of Dorcas, we have been characterised by a commitment and involvement shown by a large group of 10,000 volunteers. Their involvement includes the Dorcas shops to local working groups that organise activities. Many volunteers are involved in the Dorcas Food Campaign and with the clothing depots. Our relationship with our volunteers is very close to our hearts. It is through them that the Dorcas heart beats in our society. Without them, Dorcas would not be Dorcas.

Donors

We attach great importance to the way we communicate with donors. The same applies to churches and schools. (See Section 4 for additional information.)

Churches

Dorcas maintains a strong connection with many local church communities. We believe that a personal relationship with the churches is important and we invest in these relations.

Entrepreneurs

The can-do nature of Dorcas attracts many entrepreneurs and entrepreneur groups. They are partners for Dorcas to combat poverty. We visit field sites with them and we involve them in specific projects.

Partner organisations

Our partners are important to us. We stay in contact with them through our local offices, so that we can add the greatest value possible to these relationships and empower them.

Peer organisations


We are a member of Partos, a network of other Dutch development organisations. Dorcas is also a member of the Dutch association of Christian development

Enthusiastic volunteers explore the Dorcas heartbeat in the society



organisations, Prisma, where we exchange experience and discuss questions related to our work. Dorcas is involved with two networks for Disaster Relief. The Dutch Relief Alliance relates to Dutch government. For private fundraising, we are involved in the Christian Emergency Aid Cluster. In terms of European relationships, we are involved in EU-Cord, a meeting and exchange platform for peer organisations with a Christian identity from various European countries. We are also involved in the Start Network in the UK.

Government

Dorcas receives grants from a variety of government funds at the national Dutch and international level. Strong partnerships with governments is very important to our work. 

2.2 Our co-workers

Dorcas is a learning organisation, meaning that the development of our staff is key in our personnel growth. By growing together, we are able to achieve the ambitions referred to in Section 1.

Summer course

Our summer course is an annual training day for all co-workers, with workshops on professional and personal development. In 2016 the theme was

‘Empower Yourself’ and was facilitated by Henk Stoorvogel.

Esther Bergstra, HRM co-worker

‘I really enjoyed an inspiring and instructive summer course with our colleagues. It helps so much to have this special day together and to learn from one another.’

Dorcas Academy: sharing knowledge

The Dorcas Academy was launched during the summer course. There is a great deal of knowledge within Dorcas. The Dorcas Academy provides a space to share that knowledge with one other. For example, Dorcas staff at the Academy share insights into programme innovations with other co-workers who are at a distance from our projects.

Evaluation and reward

Performance reviews took place in May and June 2016 with 92 percent of the co-workers; the missing 8 percent was either due to illness, absence or end of employment. Employment evaluations then took place at the end of the year. These evaluations form the basis of deciding on a staff member’s salary



	2015			2016		
	Dorcas NL	Field offices	Total	Dorcas NL	Field offices	Total
New employees	23	81	104	12	77	89
Employees out of service	14	23	37	16	51	67
Number of employees	86	282	368	82	308	390
Number of FTEs	70	281	351	68	308	376
Part time	63%	1%	32%	63%	0%	32%
Female employees	52%	32%	42%	53%	31%	42%
Male employees	48%	68%	58%	47%	69%	58%
Average age	42	35	39	44	35	40

Table: Employee overview (excl. interns), polling data 31-12-2015 and 31-12-2016

increase. We use a grading mechanism: each staff member who is not yet receiving the maximum in his or her salary range receives one grade up, if he or she has performed well or very well. They will not receive any step up in salary if they are deemed to have underperformed. In case of excellent performance, a co-worker could be awarded an extra two salary steps. The latter did not occur in 2016.

Assessment of the Board of Directors : '360 degree input'

In 2016 we used a new method for assessing the Board of Directors – a '360 degree performance review'. This provides the remuneration committee of the Supervisory Board with broad feedback from staff, which provides helpful information for evaluation. Various people from within Dorcas as

well as people outside the organisation who work with the directors completed a questionnaire. '360 degree input' also provides insight into areas for improvement and development. The new method was received with enthusiasm by the people who completed the questionnaires as well as by the directors.

Job descriptions updated

The distinction in our job descriptions seemed to be insufficient. This made it difficult to evaluate jobs with clarity. For this reason we updated the format for job descriptions and many of our job descriptions have been reviewed carefully and updated accordingly. Descriptions have been prepared for new jobs.



Temporary recruitment freeze

As a result of the lower income, in May 2016 implemented a hiring freeze. In addition, we analysed our current personnel to determine whether we could do our work more efficiently. Some staff have taken on additional tasks. A number of temporary employment contracts were not renewed, which involved difficult decisions because it meant saying goodbye to valued colleagues.

Marcel Dijk, co-worker private donors

'I'm proud that our team members have their own particular talents and we can put these to use in our work. We know where each other's strengths lie. The team goes far beyond that of the individual.'

	Field office	Number of employees	Comments
1	Albania	10	
2	Romania	8	
3	Russia	3	
4	Ukraine	13	
5	Kenya	14	
6	Mozambique	5	
7	Tanzania	5	
8	Egypt	12	
9	South Africa	0	Incl. Lesotho; closing field office
10	Moldova	5	
11	Ethiopia	97	
12	South Sudan	100	Excl. Dutch employees
13	Libanon	11	
14	Iraq	25	Excl. Dutch employees
Total		308	

Table: Number of employees per field office

Exit interviews

We said goodbye to 16 co-workers in 2016. We all agreed that we would miss our colleagues, while understanding the reasons that some contracts could not be renewed. In exit interviews, we learned that one area of improvement is team leaders' styles of leadership. We are addressing this in 2017, as we will encourage team leaders to coach their co-workers in a constructive way.

Workplace gender balance

Relatively speaking far fewer women work in our field offices than at our Dutch office in Andijk. In our project countries, the culture often dictates that primarily men do the paid work. Moreover, in the past it was boys who were given more opportunities to study. This makes it all the more special that in both Egypt and Lebanon there are women leading our local staff.

Sickness absence

In 2016 the number of people dealing with 'burn out' from work (thus being unable to work for an extended period) was 2.9 percent of the Dorcas staff, which is much lower than in 2015.


Looking ahead: Additional training for staff and volunteers

Our staff in Andijk were given the opportunity in 2017 to complete a course through the Dorcas Academy on Dorcas' approach to developing partnerships. We believe it to be important that every co-worker is aware of the details of our projects.

Talitha Bos, co-worker sponsoring

'Dorcas's vision and how we treat people who live in poverty means far more to me now, having completed this course.'

We are also organising training courses and workshops intended for both co-workers at the field offices as well as staff in the Netherlands. By increasing their knowledge and skills, we are better able to achieve our strategic objectives. In 2017 we are looking into the opportunities within the Dorcas

Academy for our volunteers across The Netherlands. We desire to support them to grow further, so that they will continue to be fulfilled in their work with Dorcas. 

2.3 Networks

There is an African proverb that says: 'If you want to go quickly, go alone, but if you want to go far, go together.' Dorcas wants to go far. We believe it is important to do our work to the best of our abilities and to create a broad base of support. This is the reason we are involved in the following networks.

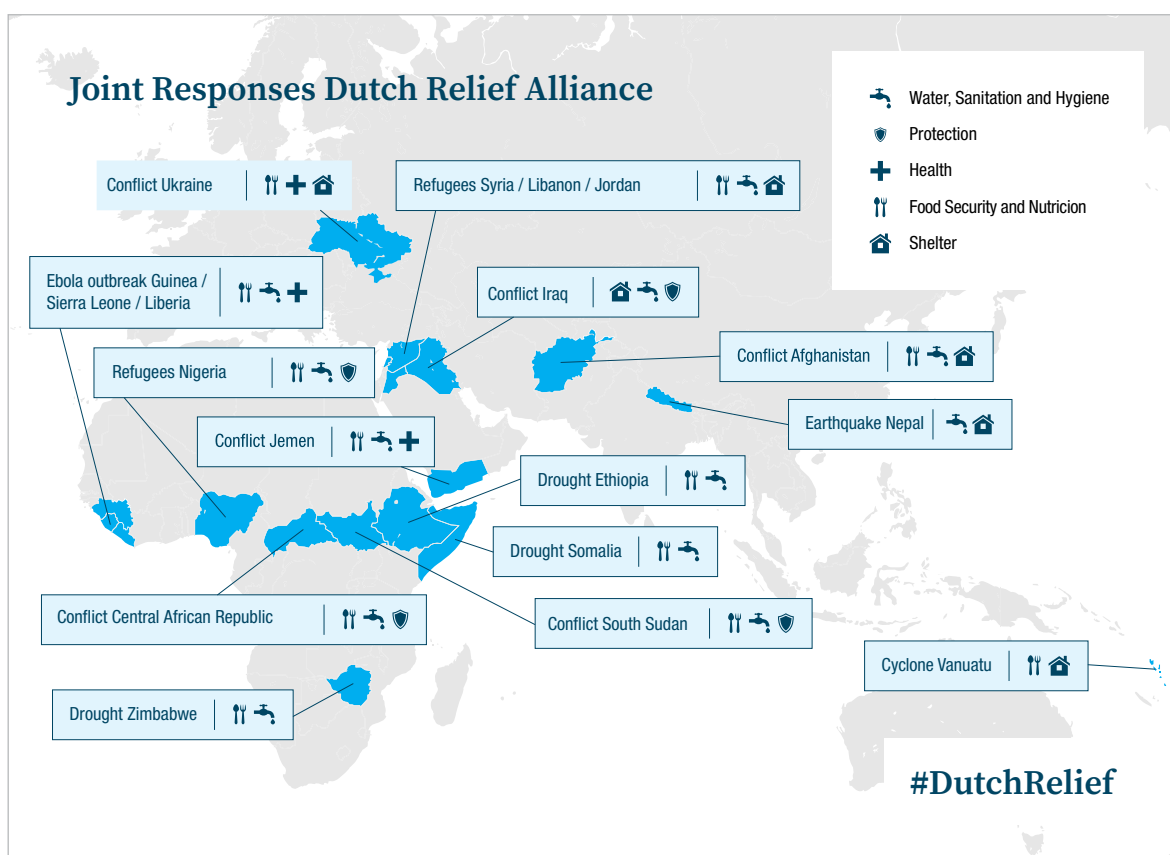
Aflatoun International

In order to teach children life skills (social and financial), we often use programmes from Aflatoun International. In 2016 we did so in Albania, Egypt, Ethiopia, Moldova, Mozambique, Ukraine and Romania. We hope to expand our collaboration with Aflatoun in 2017 to eleven project countries.

The implementation of these programmes is not as easy as we first anticipated. In 2016, staff were trained to work with Aflatoun. We have already started in Egypt, Ethiopia and Mozambique. The other countries are in the pilot phase. We expect to launch in these countries in 2017. We will implement an intensive training process so that we can expand to all eleven countries. We have also decided not to introduce Aflatoun in several countries (Lesotho, South Africa, and South Sudan) because we are either phasing out of these locations or because the programme is focused on young people who are affected by conflict.

Christian Emergency Aid Cluster

Dorcas is part of the Dutch Christian Emergency Aid Cluster with Red een Kind [Help a Child], Tear, Woord en Daad [Word and Deed] and ZOA [Relief and Recovery]. We work together on campaigns to raise funds for disaster response and cooperate in publicising these needs. In 2016 we organised campaigns for victims of El Niño in the Horn of Africa and for refugees from Mosul in Iraq.



Dutch Relief Alliance

The Dutch Relief Alliance (DRA) is a partnership between fourteen relief organisations, all of which receive funding from the Ministry of Foreign Affairs. Together they offer disaster response to victims of violence and natural disasters. When a crisis occurs, the organisations and the Ministry assess the needs and which organisations are best able to offer aid in the situation.

The members share information about the refugees and agree amongst themselves on the aid to be offered. For example, one organisation may have greater experience with food aid, while another may be experienced in setting up sanitation or in offering a safe place for children. DRA is able to respond quickly and effectively to crises anywhere in the world. In the event of an acute crisis (e.g. an earthquake or hurricane), DRA can respond within 72 hours. The Joint Responses of the DRA are highlighted on the map above.

EU-CORD

EU-CORD is a European network of 22 Christian aid and development organisations. The network offers training in institutional fundraising and provides a voice for Christian organisations within the development sector. EU-CORD seeks to influence policy in matters such as the rights of the child and humanitarian aid. In addition, EU-CORD coordinates various relationships between EU bodies and other networks in Brussels.

Through EU-CORD, over the past year Dorcas has been able to work closely with ERIKS in Romania. Together with Light for the World we have also developed a number of joint proposals that will be expanded in 2017.

Food Resource Bank

At the end of 2016 we became 'Implementing Partner' for the Food Resource Bank. This is a network of seventeen, mainly American, Christian organisations

that target food security. We will be giving greater scope to this partnership in 2017.

Micha Nederland

Micha Nederland is a network of churches and organisations that are involved in combating poverty and working for justice. This partnership was ended in 2016 because there was minimal added value for Dorcas.

MissieNederland

MissieNederland unites Christian organisations and churches with the aim of becoming as visible as possible to the outside world. This partnership was ended in 2016 because there was minimal added value for Dorcas.


Partos

Partos, a sector association, is the largest collaboration of development organisations in the Netherlands. Partos seeks to develop partnerships to work towards a fair and a sustainable world for everyone. Partos provides updates on developments in the sector. In addition, Partos forms an important link between the Ministry of Foreign Affairs and individual organisations.

Prisma

Twenty Christian development organisations are affiliated with Prisma. Prisma is a platform for research, policy influence and awareness. Prisma also connects us with EO-Metterdaad, a Dutch organisation that promotes public awareness of injustice and inequality and raises for these causes.

Start Network

Start is an international network of 42 organisations that offer emergency aid quickly and effectively to people who have been affected by a crisis. This network is important to Dorcas for gaining access to funds for emergency aid from the European Union, as well as from the British and Irish governments. We joined this network in 2016. 

2.4 Social values

A 2016 survey by Mediad into the Dutch population


awareness of value for public charities showed that Dorcas is one of the most valued organisations in The Netherlands. Some 85 percent of the Dutch public has a favourable impression of Dorcas.

The general public's awareness of Dorcas is still low (only 15 percent). However, in comparison with other Christian organisations Dorcas is one of the better known.

Continue practical support, build on our reputation

These strong results are due significantly to our large network of volunteers and because of the practical nature of our work. This grassroots work will continue through all changes to our programmes. We desire to develop people's awareness of our organisation.

Our unique position

Dorcas is unique in creating opportunities for people to contribute to a circular economy that is for the benefit of those who find themselves in difficult circumstances. We want to give this new emphasis, to move into the 21st century with new vision. 

2.5 Complaints

We also make mistakes as an organisation. Some plans do not go as we would. Thus, we are pleased our supporters help us stay focused. We received 107 complaints in 2016, all of which have been address.


The complaints concerned the following areas.

Direct mail campaigns need improvement

Most complaints were about our sending of letters and e-mails. We sent out a large number of publications in 2016 and these were not always coordinated. Therefore, one of our objectives for 2017 is to improve our mailing schedule. We hope this will lead to a reduction in the number of complaints.

Questionnaire on Complaints

We believe it to be important that complaints are handled in a timely manner and that we take complaints seriously. In 2016 we did an

experiment in which we asked people to complete a questionnaire on how they experienced Dorcas in the complaints process. The reactions we received were positive and we were pleased with this pilot project. Therefore, in 2017, we are sending an automated questionnaire to each person who submits a complaint. 

Complain about the Dorcas Food Action	6
Complain about Dorcas policy	13
Complain about a situation at a Dorcas Store	18
Complaint about financial settlement	7
Complain about incorrect data processing	6
Complaint about non-compliance	8
Complaint about mail / e-mail transmission	32
Complaint about telemarketing	5
Complain about our website	2
Other complaints and remarks	10
Total	107

2.6 Our CSR priorities

Policy

Dorcas is currently going through a change process. This will also have an impact on the policy for Corporate Social Responsibility. It is our intention to work towards a thorough review of the policy. We will be seeking to move from a 'themes' approach to a more integrated focus.

Identity

Dorcas has a distinctly Christian identity. We have reframed our approach and restated our core statements. For stakeholders, what they see is what they get.

Campaigns and communication

We work to be positive and transparent with our donors. We do not paint a picture that is rosier than reality. Money is spent on the objectives for which they were given. If we make mistakes we communicate openly and honestly with supporters. We seek to provide a fair and dignified picture of our target group. We take complaints seriously and we handle them quickly and openly.

The role of volunteers

Volunteers represent the heartbeat of the organisation. We also have many volunteers in the countries where we work. We believe their contributions will continue to grow in the future, as they play an important part in reaching our objectives. Through their hands-on involvement they also form an important connection within their communities.


Stewardship

We seek to steward the resources available to us and to use funds properly and in consideration of the people we help. Consequently we have strict 'do's and don'ts' for our expenses and reporting. We are always prepared to give account for our actions.

The environment

We assess the consequences of our work on the environment and weigh it against the feasibility and impact of our work. Dorcas is committed to offsetting our CO2 emissions by investing in planting trees in the region.

Banks

Our bank accounts are held with reliable banks in The Netherlands and in other countries. Social responsibility is an important value for us and we evaluate the social consequences of the bank's investments and involvement in a country. 



A photograph of a man and a woman standing in front of a building with a corrugated metal roof. The man is on the left, wearing a blue jumpsuit, and the woman is on the right, wearing a red top and a brown skirt. They are both smiling. The building has a brown wall and a dark doorway. The ground is dry and dusty.

‘Pursuing my dreams’

Elisabeth, Kenya

Elizabeth is seventeen years old. She lives in a village in the North Gem area of Kenya. Her mother died a few years ago as a result of AIDS. Her father was on his own to care for Elizabeth and her two sisters and two brothers.

Elizabeth's father is also HIV positive. Elizabeth noticed that the people in proximity to them treated her father differently after it became known that he was HIV positive. Their poor economic situation, the loss of her mother and the discrimination towards her father all affected Elizabeth deeply. She quickly realised that, if she ever wanted to achieve anything, she would have to do her best at school. She studied diligently for exams and she was a top student.

She was admitted to one of the best schools in the region because of her excellent grades. However, her father was unable to pay the school fees. Elizabeth went in search of organisations that might be able help her. Unfortunately, she was unable to find any help and her dreams evaporated.

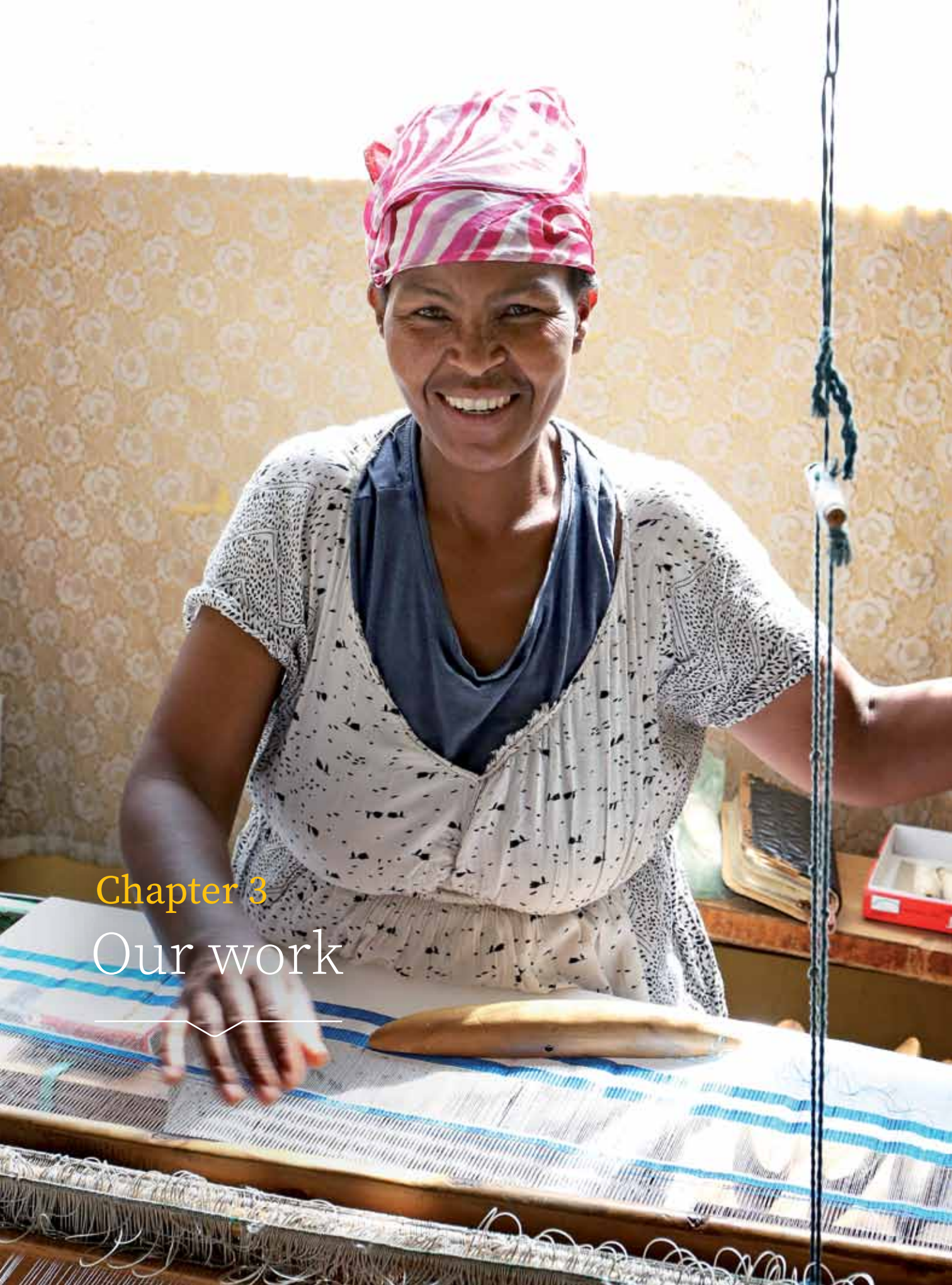
The Gift of Education

At the time that admissions to the school were about to close Dorcas started an HIV/AIDS project in Elizabeth's village. The

project was aimed at people with HIV and AIDS as well as those indirectly affected by the disease, such as Elizabeth. Her father took part in the project and Elizabeth also received help: her school fees were paid for from project funds. 'Out of the blue my dreams came back to life', she explains.

Becoming a pharmacist

During the school holidays Elizabeth and other students learn life skills and receive personalized counseling. Elizabeth was chosen to become a member of the County Children's Assembly and she is now campaigning for children's rights. She is a model to other teenagers. In addition, she continues to have excellent grades in school and she hopes to become a pharmacist. Her father's situation has improved as well. Attitudes in the community have changed and he is no longer stigmatised. He now works in agriculture. 'I'm grateful to the project. It has meant that I can pursue my dreams,' Elizabeth explained with a huge smile. ☺



Chapter 3

Our work

Dorcas works in 17 countries in Eastern Europe, Africa and the Middle East. We support a range of programmes with the money and goods donated (see chapter 4). These are implemented by local partner organisations with support from Dorcas.

3.1 Eastern Europe

Dorcas was launched in the 1980s by providing small-scale material support to vulnerable people in Eastern Europe. The aid was distributed through local churches and organisations. This quickly expanded after the fall of communism. We placed greater emphasis on empowering local organisations. A great deal has been achieved, which is largely due to the local expertise of the Dorcas staff in the project countries.

We have been able to set up many development programmes with local organisations. We primarily focus on those groups that are excluded, such as underprivileged children, the Roma (gypsy), those with a disabilities and older people. We continue to provide material aid in some countries.

Recent changes

The recent changes to our strategy (see Section 1) have consequences for our work in Eastern Europe. We will continue to devote ourselves to vulnerable groups; however, increasingly this is aimed at developing local safety nets, encouraging entrepreneurship and



increasing income. Our support via material goods has decreased over the past several years. The plan is that this will be reduced by a further 50 percent over the next two years. This change in direction saw its greatest expression in 2016 in our Adopt-a-Granny programme. In addition, we have helped partner organisations to build capacity in the area of child development. In order to help children and young people develop social and financial skills, we are collaborating with Aflatoun. Various countries in Eastern Europe will be making use of their life skills programme in 2017. >

Local safety nets

What we mean by local safety nets is that a community itself provides care and protection for vulnerable groups amongst its own people. They do this in collaboration with the other entities, such as government authorities and churches. Dorcas is advocating to improve the support provided by governments. The community is also equipped to advocate on its own and to influence policy. Social safety nets support people in times of hardship, providing practical support and offering personal contact. This allows them opportunity to build their own resources and resilience. The support is temporary for some groups, while for other highly vulnerable groups is long-term assistance.



Mothers from a Roma community in Albania get informed about breast cancer

3.1.1 Healthcare

- Good health is crucial for a productive life, which means that you are not dependent on others. This is why Dorcas invests in better healthcare for the most vulnerable. We provide information, train healthcare personnel and connect people with healthcare providers.

Our priority is in primary health and care involving sexuality, pregnancy and childbirth. In education we help promote a healthy lifestyle, which in turn means people will often require less medical care. However, at times when they do need care, they can receive it at early on, which also helps prevent complications.

Access to care and information about HIV/AIDS

We are currently supporting healthcare projects in two Eastern European countries. In Albania we are working on better access to healthcare and in Russia we are providing information about HIV/AIDS.

HIV and AIDS form a silent epidemic in Russia.

A group of volunteers and teachers in the town of Samara (population more than one million) is providing educational information to young people and factory workers. Several secondary schools gave opportunity to teach lessons on this subject in 2016.

Healthcare Eastern Europe

Expenses

€ 54.155 (invested directly into projects, exclusive goods)

Results

- ▶ Albania – Access to good healthcare: 1.940 people (target: 1.839)
- ▶ Russia – Visible change in health-related behavior, in particular with respect to HIV/Aids: 208 people (target 203)



3.1.2 WASH (water, sanitation and hygiene)

- › Clean drinking water, sanitation and hygiene (WASH) are critical for the welfare of people. Dorcas mobilises communities via numerous WASH programmes so that they can improve and manage sanitation facilities themselves.

We support communities by setting up local committees and installing water systems, and by providing information about hygiene. Collaboration with government agencies plays an important role. We encourage governments as well as the private sector to share responsibility for sustainable facilities.

WASH Eastern Europe

Expenses

€ 8.036 (invested directly to projects, excluding goods)

Results

- ▶ Clean drinking water within 1 kilometre for 3,080 people
- ▶ Changes in hygiene routines by 3,080 people
- ▶ Improved sanitation for 140 people

3.1.3 Sustainable economic development

- › Dorcas encourages people to develop their talents and use them for the benefit of others. This enables them to provide for themselves; ultimately, vulnerable groups have more opportunities for growth. Through integrated projects we target economic development and food security.

We help people increase their income as they learn professional skills that relate directly to the labour market. They also gain access to services and work on developing and expanding production chains. Improved agricultural techniques and care for the environment provide protection against climate change and make it possible to increase crop yields.

2016: social safety nets and encouraging agriculture

We support family care projects in Albania, Moldova, Ukraine and Russia. In 2016 we worked on building social safety nets in these projects. We encourage families and communities to help shape this together.

A project was started in Tropojë, Albania to revitalise the cultivation of plums, apples and chestnuts. This is in partnership with the Come Over and Help Foundation and local farmers. We have also provided new impetus for cultivating greenhouse vegetables and raising chickens. The proceeds of this project are shared with vulnerable families in the local area. >

Sustainable economic development in Eastern Europe

10 projects in 4 countries

Spending

€ 238.454 (invested directly into projects, exclusive goods)

Results

- ▶ Households supported in achieving an income above the poverty line: 2.834 (target: 2.245)
- ▶ Households supported in increasing their income by 40%: 2.089 (target: 2.018)

Country	Households helped to income poverty line	Households helped increase income by at least 40%
Albania	2.759	1.742
Moldova	14	11
Ukraine	45	33
Romania	16	6
Total	2.834	2.089

↙ We target on the most vulnerable, such as Roma children



3.1.4 Child development

- › We prioritise child welfare through various projects. We offer children safe surroundings and encourage them in their development so they will have a brighter future.

Our focus is on the most vulnerable, such as underprivileged girls, social orphans, disabled children and those from minority groups, such as the Roma. >

Child development

Spending

€ 485.382 (invested directly into projects, exclusive goods)

Country	Programme	Number of children supported
Albania	Roma inclusion	135
Moldova	Vocational training and career orientation	111
Ukraine	Roma inclusion and improvement of education	160
	Education for children	61
	Day care for disabled children	50
Romania	Roma inclusion and improvement of education	156
Russia	Rehabilitation of teenagers from orphan houses	80
Total		753

Country	Number of sponsored children	Number of sponsored students
Moldova	328	-
Ukraine	410	18
Total	738	18



3.1.5 General Material Support

› Since its inception, Dorcas has been general material support to vulnerable people such as the elderly, those with chronic illnesses and the disabled. We do this with local churches and organisations who decide - often in consultation with government agencies - which people in their area are eligible for this assistance. At the same time, partner organisations involve these vulnerable people in activities within the community to a greater degree.

Support from Dorcas consists of food packages, which are provided thanks to the Dorcas Food Campaign in the Netherlands. We also provide clothing, blankets and household items.

2016: General Material Support

We provided fewer people with general support in 2016 than forecast, far below that of 2015. This decline is the result of our decision to reduce this type of aid and to focus on helping people become self-sufficient as well as on social safety nets. We considered this approach with various organisations, including our partners in Romania and elsewhere. We also equipped partner organisations to motivate people and government agencies to create strong social safety nets.

In 2017, we are working on raising awareness in the community.

Dorcas offers material support to older people in Eastern Europe

Improvements and objectives for 2017

Our work to develop social safety nets will expand in 2017. The safety nets will gradually function independently and will provide food and other support in a sustainable way. Consequently, the number of shipments carrying material aid from the Netherlands will decline further.

General material support Eastern Europe

12 projects in 6 countries

Spending

€214.874 (invested directly to projects, exclusive goods)

Results

- ▶ Persons supported: 31.772 (target: 36.000)
- ▶ Rating of the support on a scale 1-10: 8,2 (target 8,0)

Country	Number of people supported
Albania	507
Moldova	2.335
Russia	1.400
Ukraine	11.520
Romania	7.610
Total	23.372

Family care in Donetsk terminated

At the end of 2016, we have terminated our family care in Donetsk because of the ongoing conflict in Eastern Ukraine. Our support became impossible.

Family care Eastern Europe

6 projects in 3 countries

Spending

€250.632 (invested directly to projects, exclusive goods)

Results

- Families supported: 1.398 (target: 1.447)

Country	Number of people supported
Albania	238
Moldova	333
Ukraine	827
Total	1.398

3.1.6 Family Care

► Thanks to the sympathetic support of supporters in the Netherlands we help families in Eastern Europe who are unable to provide for their basic needs.

For example, we assist one-parent families or families with a member suffering from a chronic illness. Together with local partner organisations we offer material, pastoral and psychosocial support.

2016: Encouraging independence

We are seeking to train families and to assist them as they begin to receive an income or as they start a business. We launched this approach in 2016. Working together with families we helped them create a picture of their dreams and opportunities. Families lacking potential to generate their own income are connected to social safety nets in the community. Donation to the safety nets come from churches, businesses, government agencies and private donors. >



3.1.7 Elderly Care

› Our Adopt-a-Granny programme supports impoverished older people – some of the poorest of the poor. They are a forgotten population who often suffer social isolation due to family members moving away to find employment. The elderly in many countries face severe hardship due to small pensions and limited or no government assistance. Often in Africa, the older generation has to care for grandchildren because the parents have died from AIDS.

Through Adopt-a-Granny, we encourage the elderly to participate in social activities and we visit them regularly to deliver food aid, for medical checkups, and for pastoral connection.

2016: Health and Advocacy

A 2015 evaluation of the Adopt-a-Granny programme showed that older people would benefit health education. In the past year we have been speaking with older people in towns such as in Gherla (Romania) about preventing and treating specific medical conditions.

In Korçë (Albania) we spoke to passers-by about the problems experienced by older people and what they could do to help them. We asked people to sign a petition in which we are requesting the government focus attention on the needs of the elderly. More than 600 people signed the petition.

Elderly care

14 Adopt a Granny programmes – 2 general elderly care projects

Spending

€ 1.007.243 (invested directly to projects, exclusive goods)

Country	Number of seniors in Adopt a Granny-projects
Albania	365
Moldova	1.214
Ukraine	833
Romania	887
Russia	800
Total	1.398

Granny Valentina from Russia is grateful for the support she receives



3.1.8 Prisoner Care

› In the countries where we work, prisoners also represent one of the most vulnerable groups. Due to stigmatisation and exclusion it is extremely difficult for ex-prisoners to find their place again back in society.

Dorcas helps prisoners with small-scale material support, pastoral care, personal contact and reintegration. In addition, we support a number of families of prisoners.

2016: New projects, support from the government

We launched several new projects in 2016. In Ukraine and Romania we are helping prisoners prepare for life after detention and we support ex-prisoners in their search for a job. We offer training sessions through which we encourage them to develop and we help them look for suitable work. Our goal is to help prevent them from returning to their former lifestyle.

Local governments in Romania are now supporting our work with prisoners, thanks to improved



relations with these agencies. Our partner organisation has strong relationships with local employers who have given jobs to ex-prisoners. Female ex-prisoners have been offered personalised programmes, which the women took advantage of to be trained.

3.1.9 Disaster Response

Ukraine: financial support and trauma counseling

The continuing conflict in eastern Ukraine took its toll in 2016. More than 1.5 million people have fled and 3.8 million people are in need of assistance. Escalating violence, an extremely cold winter and less international funding has led to people becoming more vulnerable.

One priority for our disaster response is to offer financial support (cash) to displaced people. This is an efficient method of support and the fact that people spend the money themselves increases their sense of self-worth. Another priority is providing psychosocial assistance in coping with trauma. We also help displaced people find jobs or to start their own businesses so they do not remain dependent on support.

In 2017 we are focusing on the safety of the elderly, women and children in emergency situations. We want to deliver food aid to the most vulnerable groups in areas of conflict. >

Prisoner care

Spending

€77.740 (invested directly to projects, exclusive goods)

Country	Number of prisons	Number of prisoners supported
Ukraine	15	330
Romania	6	260
Russia	32	7.934
Total	53	8.524

Support	Number of persons supported
Winter support, e.g., clothing and heaters	4.717
Help with relocation, e.g., by giving an allowance for rent, water and electricity	4.572
Meetings to connect displaced people with host communities	400
Food security trainings and loans for entrepreneurship	153
General relief, e.g., cash for medicines, food, education, housing	2.500
Total	12.342

Greece/Macedonia: Food aid and safe houses

In 2016 more than 350,000 refugees arrived in Europe on broken down and dangerous boats. Half of these (173,450) arrived in Greece, most of whom wanted to travel to northern Europe through the Balkan route. Along the border between Greece and Macedonia Dorcas offered emergency aid: food, water and hygiene packs.

Most European countries closed their borders to refugees in 2016, which resulted in more than 60,000 people being stranded in Greece. Among them was a large number of unaccompanied women and young children. In collaboration with Tear and a local partner organisation, Dorcas established 20 safe houses where vulnerable people find short-term, safe accommodation.

Due to an agreement reached between the EU and Turkey concerning refugees the number of people who have travelled to Greece via Turkey has dropped significantly. The work in the safe houses has now been taken over by UNHCR. Consequently Dorcas is no longer active on the ground in Greece and Macedonia. We do, however, keep in contact with our partner organisation. During the cold winter

of 2016-2017 we provided financial support for additional winter supplies. 

Country	Support	Number of people supported
Greece	Safe houses	91
Mace-donia	Distributions	39.298
Total		39.389



Over 88,000 people were given access to clean drinking water

3.2 Africa

Dorcas has projects in Ethiopia, Kenya, Lesotho, Mozambique, South Africa, South Sudan, Tanzania, and Zimbabwe. Our involvement in these countries primarily focuses on food security and income, water, health, children and other vulnerable populations. The basic principle is always to improve opportunities for people and to strengthen communities, enabling people to bolster their living conditions, as well as those of others around them.

One problem often leads to another

For this reason, our programmes increasingly focus on a range of areas simultaneously. We continued this in 2016, with fewer one-purpose projects and a greater number of integrated projects.

Programme cutbacks in southern Africa

In accordance with our new strategy (see Section 1), we prioritize locations where the greater change is

possible. This resulting in scaling back our the work in South Africa, Lesotho and Zimbabwe. The final project in Zimbabwe was completed in mid-2016. In South Africa we are phasing our the work in stages, with the final project ending in 2018. Our adoption programmes in Lesotho, including Adopt-a-Granny, will continue for several years. Other projects will end in 2017.

Connection between disaster response and development

One priority of our work in Africa is connecting disaster relief, rehabilitation and development more effectively. In our development programmes we also focus on preparing for potential disasters and mitigating risks (including climate change and conflicts). We integrate structural solutions into our disaster response, resulting in increased sustainability. >



3.2.1 Health Care

› See the general introduction on this topic at the start of chapter 3.1.1.

2016: Information, awareness and motivation

With the help of volunteers and the Ministry of Health, Dorcas provided health and hygiene

education to more people in Kenya than we expected. Volunteers and traditional midwives continue this work because of the training provided to them. Men are now engaged in caring their pregnant wives and small children. These men encourage other men to do the same, together with their wives. We also encourage local leaders in healthcare issues. Dorcas staff at healthcare centres are trained in their approach with women and children because these groups are extremely vulnerable.

Health care Africa

Spending

€571.086 (invested directly tot projects, exclusive goods)

Country	Access to healthcare (number of people)	Behavioral change in health (number of people)
Egypt		200
Kenya	12.030	10.951
Ethiopia	13.117	3.984
Lesotho	142	290
Mozambique	0	3.874
South Africa	84	883
Tanzania		900
Zimbabwe	809	958
Total	26.182	22.040

We also reached people in other countries who live in very remote areas, e.g. 4,500 Masai in the Simanjiro district of Tanzania, providing them with important healthcare training. In Mozambique, our work was hampered by unrest between the government and rebels. However, we were still able to start two first aid posts there, so that people from surrounding regions receive medical advice closer to home.

3.2.2 WASH (water, sanitation and hygiene)

› See the introduction at the beginning of section 3.1.2.

Water systems more sustainable

In Kenya and Ethiopia we have made water systems more sustainable. Local residents make a small financial contribution and receive training in maintaining the system. In Ethiopia, technicians learn to service the water supply themselves and

use that knowledge to start their own small business. As a result, water can be offered at a lower price to local people. >

WASH Africa

Spending

€515.345 (invested directly tot projects, exclusive goods)



Country	Clean drinking water within 1 km (number of people)	Better sanitary facilities (number of people)	Behavioral change in hygiene (number of people)
Egypt	10.935	6.664	9.760
Kenya	9.548	6.218	19.427
Tanzania	59.286	12.122	16.826
Mozambique	5.036	7.410	3.598
Ethiopia	2.423	6.891	6.841
Sierra Leone	1.600		2.288
Total	88.828	39.305	58.740

3.2.3 Sustainable economic development

- › See the introduction at the beginning of section 3.1.3.

2016: Production increased, young people trained

Despite the political unrest in South Sudan, we helped 1,500 farmers to increase their production and income by more than 40 percent. For the past six years we have offered vocational training to young people in and around the town of Wau to increase their earning potential. Our goal for 2016 was 500 participants. There were 628 who participated to help lift themselves above the poverty line.

In Kenya we have invested significant time and money into crops that are drought-resistant. Several thousand farmers have switched to farming these crops. One cooperative started within this project is doing well developing new products, such as honey and peas. Various businesses are now interested in partnering with them.

We have schools in Egypt where women learn agricultural techniques, as well as projects where young people are encouraged to participate in the labour market. Thanks to support from the EU and others international sources, we trained many more young people and women to have a sustainable income.

Sustainable economic development Africa

Spending

€ 1.968.340 (invested directly tot projects, exclusive goods)

3.2.4 Child Development

- › See the introduction on this topic at the beginning of section 3.1.4. ›

Country	Households with income above the poverty line	Households with income increase of at least 40%	Households that produce sufficient food
Egypt		297	
Ethiopia	28.919	192	192
Kenya	686	327	826
Mozambique	232	251	293
South Africa			65
South Sudan	2.128	2.293	1.500
Total	31.965	3.360	2.876



Child development in Africa

Spending

€ 918.058 (invested directly tot projects, exclusive goods)

Country	Type of programme	Number of beneficiaries
Egypt	Rehabilitation of vulnerable girls	856
	Day care for disabled children	160
South Sudan	Rehabilitation of street children	17
Mozambique	Support for child headed households	150
Total		1.183

Country	Number of children sponsored	Number of students sponsored
Ethiopia	757	9
Kenya	520	38
Lesotho	124	
Mozambique	106	2
Uganda	174	
Tanzania	359	11
Total	2.040	60



3.2.5 General Material Support

- › See the introduction on this topic at the beginning of section 3.1.5.

2016: 8,400 people supported

In South Africa we provided general material support to 8,400 people in the form of food packages, clothing and hygiene items. We sent bed linens to families with sick and elderly members. We provided furniture to set up a crèche and several recreation areas. We also provided tools and sewing machines, which people use to earn additional income.

3.2.6 Elderly Care

- › See the introduction on this topic at the beginning of section 3.1.7.

General Material Support

Spending

€ 42.843 (invested directly tot projects, exclusive goods)

Eldery Care

Spending

€ 386.839 (invested directly tot projects, exclusive goods)

14 Adopt a Granny programmes – 2 general elderly care projects

Land	Number of elderly in Adopt a Granny-programmes
Egypt	206
Ethiopia	645
Lesotho	126
Mozambique	120
Tanzania	499
Totaal	1.596

3.2.7 Prisoner Care

› See the introduction on this topic at the beginning of section 3.1.8.

2016: Greater focus on rehabilitation

Dorcas works among prisoners in Tanzania and Sudan. In 2016 we provided fewer people with support than planned, largely because we shifted our focus from material support to rehabilitation.

3.2.8 Disaster Response

South Sudan: Thousands of children vaccinated

Since 2014 Dorcas has invested in a rehabilitation programme in the state of Warrapm which is prone to flooding. Sadly, the civil war in South Sudan escalated in 2016 and humanitarian aid is desperately needed. Together with UNICEF, we have vaccinated and treated thousands of children. We have worked on access to clean drinking water >

Prisoner Care

Spending

€ 65.905 (invested directly tot projects, exclusive goods)

Country	Number of prisons	Number of prisoners supported
Egypt	3	60
Sudan	2	2.287
Tanzania	11	12.374
Total	13	14.721

*We provide access to clean drinkwater
for humans and animals*



Disaster Response South Sudan

Type of support	Number of people supported
Access to medical care	27.100
Vaccinations	3.250
Maternity care	1.300
Access to clean water	13.500
Food and treatment for malnourished children	10.830
Training in hygiene	13.000
Total	68.980

in villages and also on improving sanitation and hygiene. Through self-help groups we are working on long-term solutions. Self-help groups are groups of people who seek to solve problems by supporting each other, which sometimes includes a small financial contribution. These groups are trained in agriculture and business development.

Ethiopia/Kenya: Working on resilience

Drought and armed conflicts threaten the population around the town of Moyale, which lies on the border of Ethiopia and Kenya. In Moyale we prepare people for drought or flooding and encourage food security and agricultural development. Another focus is to equip the government and civil society to better prepare for natural disasters.

Self-help groups are also active in Moyale. The 37 groups have saved more than €30,000. They then provide small loans to members of the group to set up new business ventures. These extra sources of income result in people being less vulnerable in times of drought or other disasters.

In addition, reservoirs were installed for collecting

rainwater used for irrigation and for cattle in times of drought. Approximately 1,000 families with 9,000 head of cattle benefit from these reservoirs. More than 12,000 people also received food aid in the region. In 2017 we are collaborating with partner organisations to find the right balance between disaster response and combating systemic poverty.

Disaster Response Ethiopia/Kenya

Type of support	Number of people supported
Access to drinking water for humans (and animals)	16.000
Distribution of food	12.037
Total	28.037

Somalia: collaboration with Medair

Drought caused by El Niño has also struck Somalia, made much worse by a long-term armed conflict and the lack of access to healthcare and education. More than five million people were in need of humanitarian aid at the end of 2016. More than 320,000 children were malnourished.

Dorcas entered into a partnership with Medair in 2016 with the following objectives:

- ▶ Improving access to clean drinking water;
- ▶ Distributing information about hygiene and health risks;
- ▶ Screening for and treating malnourished children;
- ▶ Increasing the capacity of local health workers and clinics.

The continuing drought has only worsened the situation. Consequently we continue our work with Medair in 2017. ☒



3.3 The Middle East

Throughout 2016 the unrest in the Middle East was in the news regularly. Dorcas is active in Iraq, Lebanon and Syria. In 2016 we focused our support in Iraq on providing cash for families, who then how to spend the money. This type of support allows people to determine their priorities.

Middle East: The rights of women and social cohesion

In the Middle East an important priority is to improve women's status. Our programmes include providing care during pregnancy and childbirth. We also offer psychosocial support and legal aid to victims of sexual violence. Moreover, vulnerable women are given priority at food distribution points.

We also seek to improve relationships between refugees, displaced persons and host communities. We encourage integration and actively work to diffuse social tensions. In addition, we help improve self-reliance of refugees and displaced persons by assisting them in generating additional income.

Disaster Response Somalia

Type of support	Number of people supported
Distribution waterfilters	19.800
Promotion hygiene	20.790
Screening children on malnutrition	20.870
Provide malnourished children	4.460
Training of health workers	345
Total	66.265



Food distribution in Mosul, Iraq

Syria: Food relief and support for health clinics

Together with several partner organisations we provided food aid to displaced persons in the town of Aleppo and surrounding villages. In the midst of the fighting in Aleppo we provided critically needed medical aid for people. We also have a healthcare programme in Aleppo and Homs. In 2016 we increased the number of health clinics we support. We trained workers in psychosocial support and protecting women and children. In 2017 we will extend our programmes in Aleppo and Homs.

Disaster Response Syria

Type of support	Number of people supported
Food relief	61.940
Health care	31.185
Training and psychosocial assistance	250
Total	93.375

Lebanon: Community centre

Lebanese receive support. We also refer people to specialised services at times. We also offer psychosocial support, professional training and courses in literacy and social skills. Children also come to the centre for sports, games and homework supervision. The most vulnerable families receive material support for the winter months. In addition, we provide meals for the children of refugees at the centre and at a nearby school.

We are seeking expand the number of community centres in 2017 and further professionalise our services, including psychosocial support for children and nutritious meals.

Iraq: Food and medical care

We worked diligently in Iraq to provide food and medical care to people who are displaced due to the violence in and around Mosul. We provided medical care to 1.3 million people in Northern Iraq who have fled from IS. Our work is targeted at people who live in makeshift settlements outside refugee camps. When possible we provide financial support, meaning that people choose how best to spend the money for the goods they need. The local economy is also stimulated by this aid.

We carried out the projects in 2016 on behalf of UNICEF, UNOCHA, the German government and the Dutch government. In 2017 we are focusing on self-reliance and the future for people who have been displaced for over the past three years. We are helping set up projects to generate additional income for families. 

Disaster Response Lebanon

Type of support	Number of people supported
Meal provision for refugee children	1.289
Winter support: (allowance for) winter clothes, blankets, stoves	120
Educational and recreational activities for children	1.125
Psychosocial assistance	267
Occupational training, course literacy, course social skills	768
Total	3.569

Disaster Response Iraq

Type of support	Number of people supported
Food relief (where possible through grants)	25.965
Firstline healthcare	21.432
Ophthalmic screening of displaced children	1.041
Information and products for hygiene	11.790
Winter support (where possible through grants)	39.165
General allowances	2.295
Total	100.647

3.4 Development of partner organisations

We completed the development of our Theory of Change in 2015. Since then the Theory of Change guides Dorcas and our partners to help people and communities to flourish. It is vital for both Dorcas and our partners to have the knowledge and capacity

to fulfil our purposes and objectives. This has led to increasing capacity amongst our staff as well as partners' staff in which the Theory of Change is our guide.

Training in child development

We are now emphasising improved quality of our child development projects, along with increased capacity of our staff. To this end we hosted several training sessions in 2016 in which



150 social workers and other colleagues participated. The training content focused primarily on the development and protection of children.

Measuring change by behaviour

We also offered training on 'Outcome Mapping' in 2016. Staff and partners in Tanzania attended this training. 'Outcome Mapping' measures change in behaviours. Measuring such change is central to our Theory of Change.

Regional meetings

We gave priority to training staff in our field offices in how to apply the Theory of Change in their situation. We gathered by region (Africa, Eastern Europe, Middle East) to learn and to collaborate in applying the Theory of Change. We considered the most important factors in each country that influence the processes of change and how we and our partners may incorporate this in our projects. ☒

Lilian Michael Urasa, participant from Tanzania

'I'm so happy I was able to take part in the Outcome Mapping training. What I've learned will help me in my work to focus on change in our projects, and to be able to identify the right people to make that change possible. The training was very inspiring.'

3.5 Monitoring and evaluation

Through our programmes we contribute to long-term change in people's lives. We desire to continue to improve our programmes, and this involves: learning from past experiences, understanding the process of change and gaining new knowledge.

Dorcas promotes the people's development in relation to each other and to their surroundings. This does not necessarily mean 'products' that are created by means of a programme (e.g. water wells), but also changes in behaviour, relationships, actions and activities of people, groups and organisations. All of these groups



are ultimately responsible for improving the living conditions of their communities so they can flourish.

We made important steps in 2016 for the Theory of Change to be applied in countries. We have drawn up roadmaps that illustrate how change may occur in each culture and how our programmes contribute to our long-term objectives. These roadmaps are models and therefore will never fully represent the actual situation, but address the context as accurately as possible. It is important that we regularly check our assumptions. The monitoring and evaluation department plays an important role in doing this. In 2017 our project evaluations are based on the roadmaps, or parts of the roadmap.

It is not only important for Dorcas to gain a clear picture of how change takes place, but also to have knowledge and skills to make that change possible. Therefore, we want to concentrate on methods that have been proven effective and to specialise on these methods. ☒



‘A new foundation’

Elena, Eastern Ukraine

‘We had a happy life. We lived in a small village in the east of Ukraine. Every morning, before starting our daily tasks, we came together for breakfast and prayers. I would then leave for school and my mother and sister went to work. We only met up again for our evening meal. Every day was more or less the same, and that was just how I liked it.’

Nothing stayed the same for Elena and her family. A bloody conflict brought an end to their peaceful lives. In order to flee the violence, the three women left for western Ukraine in the hope of finding peace again.

‘At the time conflict broke out, we were living in our village. The conflict was in the background, but still a long way away. We knew there was fighting and we had heard about the thousands of refugees. We didn't know what the consequences of this conflict would be.’

In the cellar

But then the conflict came close. Each time Elena and her family heard gunfire, the family fled to the cellar. ‘We stayed down there with many other people. We counted

the seconds till the bombs hit and we prayed that there would be few victims.’ Elena's family decided that they could not stay there.

A new home

Early morning the family decided to flee. They packed the absolute essentials and drove their car through conflict lines to a better place.

‘We started here with nothing. However, we were supported by volunteers with aid organisations such as Dorcas. We received the help we needed so badly in those difficult times. We were given medicines, clothing and food. These things may sound basic, and yet for us they were extremely important. We are grateful to all the people who understood what we had been through and who offered us this help. We've found a new home here, a new foundation on which we can build.’ 🏠



Chapter 4

Working together

In previous annual reports, this section was called 'Fundraising and communication'. This year we have chosen a different title: Working together. In 2016 we challenged our thinking about fundraising. We realize that receiving money is not the primary purpose of fundraising; it represents the fruits of it. It is not so much about the value of donations, but the value of relationships.

Dorcas cultivates relationships with different groups: a few hundred staff and thousands of volunteers in the Netherlands and abroad, tens of thousands of people who support our work, tens of thousands of visitors to our shops, business people, directors of asset funds and government representatives. If we simply say that these people and organisations make our work financially possible, then we are giving them insufficient credits.

We are increasingly aware of the fact that this involves 'working together'. We together are on a mission. Together we reach out our hands to make the world a better place. Dorcas acts as a 'bridge builder' who initiates and implements development projects on behalf of those in need.

In this chapter we tell you about the relationships we cultivated in 2016. We base this on: meeting, sharing, buying, giving and praying.

4.1 Meeting

Every day we have meetings as an organisation. In our project countries. In the Netherlands. In our Dorcas shops. With other organisations. In discussions with donors. These meetings are heart-to-heart encounters.

Contact with the government

Over the course of 2016 we had many meetings with representatives from the Dutch Ministry of

Foreign Affairs, particularly as we are a member of the Dutch Relief Alliance (DRA). You can read more about this network in Section 2.

We have greater interaction with the Netherlands Enterprise Agency (RVO), particularly with applications for resources coordinated by the RVO. One example is the Sustainable Water Fund that is part of the Public-Private Partnership or PPP. Through the PPP the Ministry supports projects in developing countries in which the government, business community and social organisations work together. In 2016 we discovered more opportunities in this programme, which led us to organise a workshop on this subject during our Spring Meeting. We submitted two PPP proposals to the RVO at the end of 2016.

Over the past year our relationship with the EU has also developed. We are involved with the European Civil Protection and Humanitarian Aid Operations (ECHO), and are involved in the Directorate-General for International Cooperation and Development (DEVCO). We have entered into new contracts with these organisations in Brussels and Kenya, Egypt and South Sudan.

Halima's story

In 2016 we highlighted our work at numerous events where we had displays or exhibits. We often told Halima's story at these events. Halima is a Tanzanian woman who is proud of her business, which she set up with the help of Dorcas. Visitors to

More attention for policy influence

In the coming years we want to give more priority to policy influence at the Dutch government and the EU. Until now we did not do that enough. We need to spend more hours on that. In 2016 we had a number of meetings with Dutch parliamentarians, including one viewing of a documentary about our work in Iraq and Ukraine.

our display were able to have their photo taken and to send messages of encouragement to Halima.

We were present at the 'Nederland Zingt dag', the Opwekking conference and the 'Gezinsdagen'. It was gratifying to see that in the weeks following these events the number of visitors to our web shop increased. At the Opwekking conference and New Wine gathering, we also showed the documentary 'Long Road Ahead', in which Iraqi refugees describe how they fled from the threat of IS.

Visiting churches: presentations

We seek to involve people in churches in our story. In 2016 we spoke about our work at 22 different church events throughout The Netherlands. Whenever we speak about a project supported by a church we illustrate the progress of that project through stories, photos and short videos. This creates a strong connection between the church and the project. In order to improve our presentations, we have trained a team of presenters.

Volunteers: Ambassadors for our work

Dorcas is tremendously proud of the thousands of volunteers in the Netherlands. They work in our Dorcas shops, run depots and organise fundraising activities. Thanks to their enthusiasm they are true ambassadors for our work, and this is typical 'We

together'. In 2016 we gave greater recognition to our volunteers and have sought to equip them better. We visited more than 70 percent of our collection points, where we meet and recognized our volunteers. We also communicated to all the depot managers about the future of the clothing collections carried out by Dorcas.

Janet Klein visited various depot managers

'I really enjoyed my visits and we had good conversations. Our volunteers work with a deep calling, a mission you could call it. Despite the fact that many of them are no longer young, they are still keen to keep on with the work for many years to come.'

Sponsors on the move

We organised an eight-day trip to Moldova in October for 23 sponsors. They visited the grannies and children who they support. These were inspiring and heart-warming encounters. The participants saw with their own eyes that their contributions are an enormous support for the grannies and children. They also saw how many volunteers support these people.

Marcel Dijk of Dorcas was their guide during the trip to Moldova

'I witnessed how deeply involved our sponsors are with the grannies and children they support. What touched me deeply was to see that, through our adoption programmes, we bring a tangible change to people's lives.'

We organised a working visit to Romania with a group from Herwijnen. The participants helped refurbishing the grannies' houses. We had planned

Sponsor lunch

Twelve Adopt-a-Granny sponsors visited our office in Andijk in October, 2016 to share their experiences as supporters. Together with staff they enjoyed a special lunch in the Dorcas shop next to our office.





to host two additional sponsor trips in 2016; however, a trip for major donors was postponed to 2017 and a trip for fundraisers did not go forward due to other priorities.

Funds: Equal partners in our mission

In meetings with funds and foundations we continued what we started in 2015: Seeing one another as equal partners in our mission. Together we sought where and how we could build our collaboration. In several cases this led to foundations doubling their support for Dorcas. This is a powerful result of valuing each other.

Entrepreneurs: involved and active


We had 120 meetings with Dutch entrepreneurs in 2016. Two groups travelled to Kenya, which was led by Dorcas Founder Dirk-Jan Groot. The West Region Entrepreneurs' Group was part of the Kenya trip and they visited a project in which the community is working towards healthier living conditions and increasing incomes. This project was highlighted during the Dorcas 'Dinner for Friends,' which was held for the third time by the same group of entrepreneurs. More than 150 people listened to an interview of Minister Ploumen by Leo Visser, who was about to become Chief Executive

Granny meets sponsor

Officer of Dorcas. More than € 17,000 was donated to Dorcas that evening.

Minister Ploumen during the Dorcas Dinner For Friends

'800 million people still live on less than one dollar a day. We, as the Dutch government, together with you, want to do all we can to achieve a better life for people. [...] The good news is that in 15 years the number of people in extreme poverty has dropped from thirty percent to ten percent. A great deal has therefore been achieved, partly with thanks to Dutch entrepreneurs.'

In all, there are four Dorcas entrepreneurs' groups, comprised of entrepreneurs who bring their expertise to bear to create a better world. The groups organise activities to fundraise for Dorcas projects. 

4.2 Sharing

We share stories from our projects with others because changed lives touch and inspire people. These stories should be shared. We do this in many ways via online and other communication channels.

Dorcas Journaal

Dorcas Journaal is our Dutch language magazine.

Eight editions were published in 2016, in which we cover different subjects. For example, in March, our disaster response programme in the Middle East was the theme. In the Autumn, the Journaal highlighted our Adopt-a-Granny programme and the Dorcas Food Campaign. The Dorcas Journaal is read by more than 70,000 people.

Business magazine: Dorcas Connect

Dorcas Connect, our magazine for entrepreneurs, is annually. In the 2016 edition we included an interview with Reinier van den Berg about climate change and development partnerships. We also included articles covering a range of initiatives from entrepreneurs.



Sponsor newsletter

In the autumn we sent a newsletter to more than 9,700 sponsors of children and grannies to connect them to our projects. The articles provided perspectives on projects as well as personal stories, including about meetings between sponsors and 'grannies.'

News: Streamlining information

Dorcas is involved in many newsworthy events, both in our project countries as well as in the Netherlands. We seek news items to share with our supporters. In 2016 we took important steps to streamline this information:



Dorcas Journaal


Dorcas Journaal is our Dutch language magazine. Eight editions were published in 2016, in which we covered different subjects. For example, in March, our disaster response programme in the Middle East was the theme. In the Autumn, the Journaal highlighted our Adopt-a-Granny programme and the Dorcas Food Campaign. The Dorcas Journaal is read by more than 70,000 people.

- ▶ We have an editorial team meeting each week for our marketing and communication team, where we decide publishing timelines and where news items will be placed. This may be in the form of photos, videos and written stories.
- ▶ Better overview of information – We reuse content in various places, which is why we have opted for a more cross medial approach.
- ▶ Staff gathering news content – Tidbits of news can be shared quickly via WhatsApp and other media. A training session was organised in June for staff on the use of social media.

Dorcas online: Two innovations and more to come

Two innovations were implemented in our websites in 2016: an online version of our annual report and a special site for our campaigns. We have received positive feedback about the new presentation of the online annual report in particular.

However, our Dutch-language site, Dorcas.nl, as well as our English-language site, Dorcas.org, are outdated. The layout is old-fashioned and the content is fragmented, although the greatest weakness is that there is not enough material. Dorcas.nl is not 'user' centred and is primarily

from the perspective of the organisation. The English-language site is largely a translation of the Dutch site. We want to use the Dorcas.org to represent Dorcas to institutional partners such as government agencies, asset funds and organisations with whom we collaborate. We will revamp both sites in 2017. 

4.3 Buying

Dorcas shops throughout the Netherlands sell second-hand goods. The net profits support our field projects. Every shop is run by a local board and dozens of other committed volunteers. Four new shops were opened in 2016: in Veenendaal, Naaldwijk, Doetinchem and Eindhoven. This brings the total to 29 shops, with more than 2,000 volunteers involved on a weekly basis.

New: The Dorcas clothes shop

In Naaldwijk we opened the first Dorcas clothes shop. The layout of the shop in Brakel has also been reorganized to function as a clothes shop. The shops are too small to accommodate collecting and sorting clothes, so they receive goods from our nearest collection point. These shops get clothes that will not be sent to our field offices, since the need for second-hand clothes there is decreasing.

Various shops have been renovated. For example, the shop in Westerhaar moved to larger premises in nearby Vroomshoop.

New purchasing policy: suppliers as partners

We are working under a new policy for the purchase of services and products, e.g. from building companies, energy companies and marketing bureaus. Previously we selected companies based

Our online range

	Number of followers 2015	Number of followers 2016
Facebook	2.302	3.159
Twitter	2.075	2.302
LinkedIn	687	785



on the lowest price. Our new policy is to select companies that will collaborate with Dorcas in the fight against poverty and to be more than just a supplier. By providing services and products to Dorcas at their cost price they contribute to the results of our projects.

Safer working conditions

The safety of our volunteers is very important to us. Consequently a health and safety expert visited our shops, who gave input about improving working conditions. A second visit showed that

50 percent of the improvements had been implemented.

This involved, for example, safer electrical connections, more stable stepladders and better evacuation plans.

Launching the Dorcas shop in Eindhoven, December 2016

Grateful

We are grateful for the efforts of our volunteers. They create a warm social environment, along with the shops generating revenue. Volunteers have fun and enjoy doing something worthwhile with their time.

'What a wonderful shop!'

Our new shop in Veenendaal was opened in August and we held a party to celebrate. This was the culmination of long consultations with the municipal authorities. Many volunteers worked to clean, paint, and equip the shop with goods to be sold. The shop is being discovered by many new customers. The more than 70 volunteers are proud of the results and they often hear positive comments such as, 'What a lovely, tidy shop!'



In addition, the shops help spread awareness of who Dorcas is to people we would not otherwise be able to reach. ☎

A volunteer at a Dorcas shop

'Inspired by my faith, I'm determined not to ignore poverty.'

4.4 Giving

Our work would be unimaginable without our faithful supporters. They give money and goods (which are resold), they house a depot or are involved in our Dorcas shops, the proceeds from which in 2016 were higher than ever before. We are also thankful to our institutional partners, with whom we increasingly collaborate.

Institutional funds

Our most important partner for financing disaster response is the Ministry of Foreign Affairs (see section 4.1). As a member of the Dutch Relief Alliance we received €5 million for disaster response projects in Syria, Iraq, South Sudan, Somalia and Ukraine. The Ministry also pledged €1.9 million over five years to address the causes of migration in Ethiopia. We do this work as part of a consortium, which is led by the Word and Deed Foundation. We also received a pledge of €475,000 to establish vocational training courses in Egypt.

Dorcas hopes to diversify our donor base. For our work in Iraq we received a grant of \$450,861 from the UN-organisation UNOCHA.

Evaluation of our institutional fundraising (IF)

We seek the highest quality in our applications for funds as well as in our projects, and this bears fruit. At times our patience is sometimes tested, but we have learned that persistence is a good value. In 2017 we will continue to building our IF resources. We will be investing in the development of sustainable projects, in partnership with the business community and the government. This is a trend within IF. Donors such as the Dutch government

and the EU see this as a most important solution for achieving the Sustainable Development Goals. The challenge for Dorcas is: How do we ensure that we continue to reach the poorest of the poor?

Our people in the USA

Our office in the USA developed a campaign recruit sponsors for the Adopt-a-Granny programme. They used social media and created a short video about the relationship between sponsor and her granny, which was made in collaboration with the office in the Netherlands. The result of the campaign was forty new sponsors, which was less than the goal of 100 sponsors.

Brian Newman, Director of Dorcas Aid America

'The Adopt-a-Granny programme is one-of-a-kind in the USA. We've learned that we need to be consistent in our communication with sponsors and share the stories about different grannies for whom this work has made a real impact. We very much hope to see the results of this next year.'

The office also campaigned for funds for support for refugees in the Middle East. In addition, we received a donation from the Cornerstone Trust.

Private donors: Valued and involved

In 2016 we considered the question: how should we best relate to our private donors? These are comprised different groups: from people who give a one-off donation of €10 to major donors who support us annually to the tune of tens of thousands of euros; from sponsors making a monthly contribution to people who include us in their will and estate.

Our own model, the Dorcas Supporter Cycle, guides our relationship with donors. We combine elements of the Cycle with our vision. We value a mutual relationship between Dorcas and our donors more than the amount of a donation. We are not focused on people giving more, but rather at donating with good motivation. Our central value is gratitude.

This is why we spend time on building loyalty to our donors, as well as connecting with them regularly.

Adopt-a-Granny: 370 new sponsors

We held our annual Adopt-a-Granny campaign between December 2015 and January 2016. The theme was 'A Dignified Life for All'. Through advertisements and online banners (e.g. Facebook) we challenged people to sponsor a granny. We also encouraged our current sponsors to help recruit new sponsors for Adopt-a-Granny. A total of 370 people became sponsors.

'Flourishing people and communities'

In 2015 we received significant funding for disaster response (emergency relief), but donations for long-term development projects lagged significantly. This led us to launch the campaign, 'Flourishing people and communities'. The results were disappointing: €115,000 in donations and committed pledges for five-years period, while we had hoped for five times that amount. However, we learned much from the campaign. First, it is important to facilitate the connection between donors and people involved in our projects. Second, we must listen carefully to donors before deciding on the form and content of a campaign. For example, we must know how often donors want to be approached for a donation.

Institutional fundraising by our field offices

Writing Institutional Funds (IF) proposals has become a much greater part of our job than it used to be. We experience our results to truly be a collective effort. In 2016 we focused on supporting our field office's IF activities. Several of them took part in an EU-CORD training and nearly all of our field offices wrote IF proposals. Our results aren't yet where we want them to be as there is a lot of competition. Our successes were mainly realized in Egypt and Iraq.

Clean Water campaign

During the summer we ran our Clean Water campaign. We challenged people to drink only water

for a whole week. This led to saving €14 euro per person, which provides access to clean drinking water for a person in Kenya or Tanzania. Magdalena from Tanzania was a key person for the campaign. Since gaining access to drinking water her parents are able to work more hours because they no longer spend time collecting water from a long distance. The campaign yielded more than €104,000 and this translated into 7,438 people gaining access to clean drinking water.

Dorcas Food Campaign: Emphasis on food security

Each year at Dutch Thanksgiving Day (2 November 2016) we facilitate the Dorcas Food Campaign. In 2016 it was the 21st time. Our food campaign gives Dorcas the opportunity to become known to a wider public, even though material support has played a smaller role in our work in recent years. Our efforts are now focused on supporting people towards independence. Consequently, in 2016 we placed emphasis on food security. Tens of thousands of the Dutch at hundreds of supermarkets purchased food products or donated for our agricultural training courses.

A food parcel represents more than simply the material support for a recipient. It is equally important that a person knows someone cares for them! The food package breaks down isolation people experience. It also provides a way that local churches and Christian organisations can help in practical ways. We will expand the food campaign in 2017.

Legacies

In 2016 we investigated how to help donors with estate planning (legacies). Our Private Donors' Team was trained on how to develop a strategy specifically for Dorcas, beginning with helping people know about the impact of our projects. We are further developing our strategy for estate planning in 2017.

Astrid Groen on contact with supporters

'I know the stories behind the files. They're often quite exceptional stories. I've been able to see with my own eyes why I'm doing this!'



We organised educational and recreational activities for Syrian refugee children

Dorcas Food Campaign: goals and results

	Objective	Result
Action locations	950	776
Number of food parcels (€ 28,07 pro parcel)	33.500	37.692
Fundraising for food security	€ 205.000	€ 200.000

Matthé Vos travels around the Netherlands every week in order to meet with our supporters.

'A certain gentleman phoned me a while ago. He said he wanted to include a legacy for Dorcas in his will. And so I went to visit him. Years ago he had run into an ex-colleague, who was a volunteer for Dorcas. Something had reminded of this ex-colleague and his positive stories about Dorcas. This led him to get in touch with us. He also gave me a beautiful painting he'd done himself. We found the perfect spot for the painting in our office.'

Regular donations

Many donors pledge to Dorcas for five years through recurring giving. This provides us with financial stability for our work, as well as a greater tax advantage for the donor. In 2016 we continued to cultivate these donations. This yielded 170 new regular donations which we met our target.

Churches: New relationships, improved contact

Churches are also important partners who share our mission. In 2016 we worked to build our existing relationships and start new relationships. We achieved our goal of reaching twenty new churches. Our communication with churches was also improved, in part due to:

- ▶ **Better presentation of 'tailor-made projects'**
 - These enable churches to adopt a particular Dorcas project. Eight churches are currently supporting projects, giving €40,000.
- ▶ **Contacting New Churches** – A group of people worked on this over the summer. We contacted 875 churches in The Netherlands, of which 28 responded.
- ▶ Development of a digital newsletter
- ▶ Targeted advertising in Christian media

Goods: 122 shipments

Dorcas has received goods for many years from individuals and businesses. In 2016 we received more than €5 million worth of goods, most of which are

shipped to project countries. We made 24 commercial shipments to Romania and Hungary in 2016. The goods are sold on the local market and the proceeds are used for our projects.

In addition, we made 98 shipments of goods that were distributed as material support. We will decrease these shipments and focus on sales and social entrepreneurship. ☒



4.5 Praying

Our faith is a core value for Dorcas. We believe that Jesus Christ calls us to care for the poor, the imprisoned, orphans and the oppressed. His love for the world motivates us.

Prayer is central to our relationships with God. Every Monday morning at our headquarter we gather for prayer and a devotional. Our staff in field offices has

times of prayer also. In 2016 we introduced a new time in which we pray for the organisation and our colleagues.

'Pray With Us'

Every two months we send a 'Pray With Us' letter to more than 1,800 people who have indicated that they want to pray for our work. Each letter provides daily prayer points. We also pray for these areas at our office. We have found that many people in many places pray for our work. We are grateful for this support. 🙏

Our transports went to...

Eastern Europe		Africa	
Albania	7	Tanzania	1
Hongary	5	South Africa	7
Moldova	15	Lesotho	2
Romania	21		
Serbia	2		
Ukraine	38		
Total	88		10



A photograph of three people standing in front of a rustic wooden door. On the left is a woman with blonde hair and glasses, wearing a grey jacket and blue jeans. In the center is a man with grey hair and glasses, wearing a brown jacket and blue jeans. On the right is a man with a beard and a blue beanie, wearing a long grey coat and brown boots. The background shows a weathered wall and a wooden door.

A special meeting

Joke and Heinrich, sponsors

Joke and Heinrich from 't Harde visited Moldova in October.

They visited their adopted granny. It was a special meeting that they often look back on with gratitude.

'Our granny is, in fact, a man of 52-years-old who became physically disabled at a young age as a result of an accident. He suffered brain damage due to a coma. We have been supporting him for two years and during that time he has received food, clothing and heating fuel from Dorcas. There are also people from the local church who visit him and connect with others.

'Unfortunately, two months before our visit the chimney above his wood-burning stove partially collapsed. There was also a big hole in the roof of his house. This means that only a small part of the house is actually habitable. The situation became worse just before winter set in. If the house cannot be heated he would struggle to make it through the coldest months. Dorcas helped to

solve this problem. If the situation becomes unbearable this granny can stay the night at the local church in town.

'We experienced the friendliness and hospitality of the people in the countryside. If it's in any way possible they will give their guests whatever they can. That's expressed by heating a room more or offering their guests biscuits, which normally would be too expensive for them. The people we met have stolen our hearts.' 🏠





Chapter 5

Our financial resources

5.1 Balance sheet as per December 31st, 2016

In euro's

ASSETS

FIXED ASSETS

Intangible fixed assets (B1)

146.517

290.632

Material fixed assets (B2)

3.057.232

2.721.609

3.203.749

3.012.241

CURRENT ASSETS

Stocks (B3)

1.551.040

1.341.116

Receivables (B4)

1.481.182

1.375.139

Liquid assets (B5)

3.742.311

4.554.707

6.774.533

7.270.962

Total

9.978.282

10.283.203

EQUITY AND LIABILITIES

RESERVES AND FUNDS (B6)

Reserves

Designated reserve financing assets

3.247.902

2.940.379

Continuity reserve

922.839

488.381

4.170.741

3.428.760

Funds

Designated funds projects

2.709.753

2.630.665

6.880.494

6.059.425

LIABILITIES

Long term liabilities (B7)

343.607

407.141

Short term liabilities (B8)

2.754.181

3.816.637

Total

9.978.282

10.283.203

5.2 Statement of Income and Expenditures 2016

In euro's

INCOME

Private individuals (S1)

Companies (S2)

Government grants (S3)

Affiliated non-profit organisations (S4)

Other non-profit organisations (S5)

Total income raised

Income in exchange for delivery of products and/or services (S6)

Other income

Total income

EXPENSES

Spent on objectives (S7)

Awareness

Relief and rehabilitation

Development

Social care

Fundraising expenses (S8)

Management and administration expenses (S9)

Total expenses

Balance of income and expenses

Financial income and expenses

Surplus (deficit)

	This year		Budget this year		Last year	
				1)		2)
Private individuals (S1)	10.471.216		11.500.000		11.843.472	
Companies (S2)	2.038.890		2.100.000		2.419.497	
Government grants (S3)	11.917.016		9.962.414		6.432.552	
Affiliated non-profit organisations (S4)	107.990		150.000		204.082	
Other non-profit organisations (S5)	2.647.849		2.167.500		2.581.878	
Total income raised	27.182.961		25.879.914		23.481.481	
Income in exchange for delivery of products and/or services (S6)	3.064.909		2.918.391		2.687.953	
Other income	0		0		0	
Total income	30.247.870		28.798.305		26.169.434	
Awareness	900.434		915.752		888.164	
Relief and rehabilitation	12.387.126		10.704.892		7.787.640	
Development	6.240.435		8.308.948		7.934.128	
Social care	7.007.838		7.217.410		7.840.169	
	26.535.833		27.147.002		24.450.101	
Fundraising expenses (S8)	1.918.744		2.067.973		1.976.957	
Management and administration expenses (S9)	1.064.675		1.085.448		988.387	
Total expenses	29.519.252		30.300.424		27.415.445	
Balance of income and expenses	728.618		-1.502.119		-1.246.011	
Financial income and expenses	92.451		13.866		129.725	
Surplus (deficit)	821.069		-1.488.252		-1.116.286	

RESULT APPROPRIATION 2016

Added to/withdrawn from	
Designated reserve financing assets	307.523
Continuity reserve	434.458
Designated funds projects	79.088
	821.069

- 1) The reflected budget for 2016 is not the budget that was included in the annual report 2015. In the spring of 2016, an adjusted budget for 2016 was compiled, reckoning with the most recent developments, after which this adjusted budget was approved by the Supervisory Board. This adjusted budget has been used during the rest of the year to compare with the realisation. That is why the choice was made to reflect this adjusted budget in the statement above.
- 2) The comparative figures of 2015 have been reclassified as a consequence of applying the new Directive 650 for fundraising organisations. We refer to the comments made about this under 5.3 'General Notes'. >

ATTRIBUTION OF COSTS

Attribution	objectives				expenses		totals		
	awareness	relief and rehabilitation	development	social care	fund-raising expenses	management & administration	total 2016	budget 2016	total 2015
Expenses									
Direct project spending cash and goods	0	11.481.410	5.391.839	6.199.314	0	0	23.072.563	23.727.689	21.238.353
Salaries	410.054	488.773	449.721	385.251	800.803	569.504	3.104.107	2.924.466	2.993.791
Social insurance	82.045	62.580	75.603	59.258	160.039	111.492	551.016	550.278	469.619
Pension expenses	41.061	41.248	41.891	34.682	80.148	56.491	295.520	296.144	248.557
Other staff expenses	85.762	85.715	87.316	72.217	167.397	117.958	616.366	602.529	573.022
Communication expenses	144.599	26.562	18.310	19.404	360.715	3.127	572.716	701.934	707.548
Accommodation expenses	10.080	50.525	32.587	34.966	90.321	30.183	248.662	336.175	262.656
Logistics/warehouse	0	2.460	5.424	85.269	11.644	0	104.798	131.850	120.241
Office and general expenses	88.372	107.040	97.616	83.889	172.593	122.854	672.363	730.156	537.363
Depreciation	38.461	40.814	40.128	33.588	75.084	53.066	281.141	299.203	264.296
Totals	900.434	12.387.126	6.240.435	7.007.838	1.918.744	1.064.675	29.519.252	30.300.424	27.415.445

Spent on objectives as a percentage of total income

Spent on objectives as a percentage of total costs

Fundraising expenses as a percentage of total income raised

Management and administration expenses as a percentage of total costs

This year	Last year	Dorcas-norm
87,7%	93,4%	>85%
89,9%	89,2%	>85%
7,1%	8,4%	<10%
3,6%	3,6%	4%

These benchmark percentages are well within the norm that Dorcas sets itself. The percentages on spending on objectives are high, because in 2016 sizeable designated funds and previously unspent government subsidies were spent on projects in 2016. This percentage in 2015 was exceptionally (too) high as a result of important overspending on projects in that year. The fundraise percentage was low in 2016 as a result of the large portion of government subsidies in total income. These bring about relatively lower fundraising expenses than fundraising for private funds. This percentage in 2015 was at a normal level with a mix of government and private funding.

5.3 General notes

Consolidation

In most cases, the Dorcas field offices are branche offices, that are legally and financially part of Stichting Dorcas Aid International. That is why the financial figures of the field offices are included integrally in these annual accounts.

Dorcas Romania and Dorcas Egypt are themselves independent organisations with their own boards. However, the directors of Stichting Dorcas Aid International have defining influence on the governing and policy of these organisations, so that the financial information of these two field offices

has been consolidated into this annual report.

Dorcas Romania has a 100% subsidiary in a Romanian limited liability company, SC Mana Impex SRL. This company imports second hand clothing that it buys from Dorcas Netherlands, to sell it in Romania in second hand wholesale and retail markets. The profit that is made with these activities is made available to Dorcas Romania to finance its projects with it. This Romanian company actually should be consolidated in these annual accounts. However, due to the non-material character of the financial interest of Mana and because it is troublesome to obtain timely and complete information to consolidate these figures appropriately, for now we have not yet consolidated them, in conformity with the stipulations on reporting mentioned in RJ 217.304.

Stichting Dorcas Aid International does not have defining influence on the governing and policies of Dorcas Amercia, so that this organisation has not been consolidated in these annual accounts. There is a 'Charter Agreement' in place with Dorcas America, in which agreements have been recorded regarding the cooperation and fundraising for Dorcas projects, so that this organisation is earmarked as an 'affiliated non-profit organisation'.

The ties that used to exist with Dorcas Hungary have been severed during last year, at which time

it was agreed that Dorcas Hungary will continue independently as an organisation that will continue to battle poverty in its own country and to equip churches for their diaconal mission. Dorcas Hungary therefore no longer is part of the Dorcas organisation anymore and their financial information is no longer part of these annual accounts.

General principles

This annual report is stated in euro's, unless otherwise mentioned.

Compilation of this annual report requires management to make estimates that influence the accounted for values of assets and liabilities and of income and expenses.

The actual outcomes may deviate from them. The estimates and underlying assumptions are assessed periodically.

The annual report is drawn up in accordance with the provisions in the guidelines Reporting Fundraising organisations (Richtlijn Verslaggeving 650 'Fondsenwervende organisaties').

The Board on annual reporting (RvJ) has published new definite 650 guidelines. The choice is left to organisations whether they will apply the new guidelines on the 2016 reporting, or by latest on the 2017 reporting. Dorcas has chosen to apply the new guidelines on the 2016 reporting already. Therefore the comparative figures in the Statement of Income and Expenses have been modified (reclassified), according to the stipulations of the new guidelines. The eventual result of the year 2015 does not change because of the new guidelines, nor does the equity position as per December 31st, 2015 change. No changes had to be made in the balance sheet as per December 31st, 2015 as a result of applying the new guidelines.

The report was prepared on the basis of paid expenses, with the exception of donations in kind that have been valued at the estimated fair value when traded.

The stocks in the Dorcas Shops have been valued at

nil. We refer to the comments made on the valuation principles of the assets.

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 that is valid for the month in which the transaction took place. The resulting exchange rate differences are taken into account in the statement of income and expenditure.

Principles of valuation

Fixed assets

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) and for real estate in other countries from the latest available information, for which buildings are valued every few years in a rotating manner.

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. When calculating depreciation, residual values are taken into account.

Stocks

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 devaluation for unmarketable goods, which devaluation is determined >



*Verduin & Zn Partijhandel
donated 33 pallets with food
in the autumn.*

by - if necessary estimated - experience.

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 takes place in November of each year. In as far as these goods have not been sorted and booked before year-end, the sorted and booked goods in the new year will still be recorded as stock in the old year, because the size can be determined reliably. Furthermore, the stock of second hand textiles which is present at the regional depots, is counted at year-end and recorded as stock against the usual values. The stock in the Dorcas-shops is valued at nil, because the value cannot be determined reliably. This has the following reasons: Because of the small value of the stock items, there is no stock administration; therefore its value is hard to determine.

Furthermore, the immediate liquidation value of the stock in the shops is very small, if not negative. The stocks in store only have value in the context of continued exploitation of the shops by volunteers. That is why it was decided not to attach a value to these stocks.

Receivables

Receivables have been recorded at amortised cost price, from which a reserve for bad debts has been deducted where necessary.

Reserves and funds

The Designated Reserve Financing Assets is determined as necessary financing for fixed assets and 25% of the stocks, from which long term debts are subtracted. The size of this reserve is established each year with the information from the balance sheet position.

The Continuity Reserve 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 for the entire organisation will be build up to a total of at least € 3 million over the next few years. The aimed for size is significantly lower than the maximum standard set by CBF (Central Bureau for Fundraising) and Goede Doelen Nederland (branch organisation) at 1,5 times the annual costs of the working organisation, which for Dorcas would mean a reserve of approximately € 10 million.

Dorcas however finds the Goede Doelen Nederland norm quite high and wants to take care that by lower but responsible reserves, much sooner received money is spent on projects.

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 the next year.

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.

Others

Off-balance sheet liabilities and contingencies are valued at amortised cost price.

Unless otherwise mentioned, the other assets and liabilities are stated at amortised cost price.

Principles of result determination

Income

Revenue is taken into account in the period which they pertain to.

Income of gifts and donations is accounted for when received, unless they are specifically earmarked for a certain period, in which case they are accounted for in the earmarked period.

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.

Expenses

Expenses are charged to the result of the year to which they pertain.

Personnel expenses

Salaries and social insurance are assigned to the

reporting period in which they are owed, according to the labor contracts.

The foundation has a pension arrangement that is administered by an insurance company and all annual premiums are accounted for as expenditures.

Adjustment of premiums as a result of salary changes only have effect on future pension premiums and not on past premiums.

Taxes

The foundation is not taxable for corporate income tax, not in the Netherlands, nor in project countries, or there are exemptions in place for regularly taxable activities of the foundation, due to the fundraising character and spending of the proceeds in line with the charitable goal; hence there is no expenditures accounted for as corporate income tax or other taxes that are levied on profits.

In the Netherlands, the foundation is taxable for value added taxes (VAT/BTW) on certain activities. Consequently, charged VAT on taxable activities are settled in the VAT return, as well as part of the VAT on general costs. In this annual report, all amounts are excluding VAT that have to be paid or can be reclaimed.

Investments and equity policy

Dorcas adheres to the policy that no means are invested, and as little as necessary is reserved, reckoning with a prudent reserve strategy.

Temporary surplus funds are retained in as safe as possible saving accounts with as trustworthy as possible 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 year is as follows

Purchase costs as per January 1st

Accumulated depreciation as per January 1st

Book value as per January 1st

Purchases

Depreciation

Purchase price sold/obsolete items

Depreciation sold/obsolete items

Development fiscal year

Purchase price as per December 31st

Accumulated depreciation as per December 31st

Book value as per December 31st

Software developments

525.538

-234.906

290.632

10.760

-154.875

0

0

-144.115

536.298

-389.781

146.517

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.



Material fixed assets (B2)

The development in this year is as follows

	Real estate	Furniture and fixtures	Vehicles	In progress	Total
Purchase costs as per January 1st	2.412.140	346.854	558.807	263.773	3.581.574
Accumulated depreciation as per January 1st	-433.475	-156.380	-270.110	0	-859.965
Book value as per January 1st	1.978.665	190.474	288.697	263.773	2.721.609
Reclassification purchase value	263.773	0	0	-263.773	0
Reclassification accumulated depreciation	0	0	0	0	0
Purchases	401.727	114.228	58.244	0	574.199
Depreciation	-53.523	-79.350	-100.985	0	-233.858
Purchase price sold/obsolete items	0	0	-18.005	0	-18.005
Depreciation of sold/obsolete items	0	0	13.287	0	13.287
Development fiscal year	611.977	34.878	-47.459	-263.773	335.623
Purchase price as per December 31st	3.077.640	461.082	599.046	0	4.137.768
Accumulated depreciation as per December 31st	-486.998	-235.730	-357.808	0	-1.080.536
Book value as per December 31st	2.590.642	225.352	241.238	0	3.057.232

Depreciation has been calculated with the following percentages:

Real estate property (including remodelling rental property)	0-10
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 € 96.629 is accounted for as local shop expenses for the Dorcas-shops, € 7.944 as national shop expenses and € 3.019 as expenses for the other sales. All these three depreciation items are therefore subtracted from 'Income in exchange for the delivery of products and/or services'.

Of the fixed assets per balance sheet date, a total book value of approximately € 1.600.000 is used in business operations and a total book value of another € 1.600.000 for direct use for the objectives of the organization.

'Business operations' is defined as fundraising, including the Dorcas Shops, management and administration and supporting functions.

'Direct use for the objectives of the organization' is defined as fixed assets in the countries where projects are implemented and tangible fixed assets that are used with project monitoring, design and management. >

Stocks (B3)

Destined for business execution:

Sales items and promotion materials

Destined for business objectives:

Donations in kind

Total stock as per December 31st

This year	Last year
3.546	17.791
1.547.494	1.323.325
1.551.040	1.341.116

Receivables (B4)

Accounts receivable

Balance as per December 31st

Provision for bad debts

Balance as per December 31st

Other receivables and prepaid expenses

Prepaid expenses

Legacies to receive

Account current Stichting Antwoord

Account current Dorcas America

Other receivables

Balance as per December 31st

This year	Last year
79.045	72.621
0	0
79.045	72.621
54.395	76.924
566.355	643.646
9.361	4.642
13.629	4.814
758.397	572.492
1.402.137	1.302.518
1.481.182	1.375.139

The receivables are predominantly used in business operations.

Liquid assets (B5)

Petty cash/banks headquarter

Petty cash/banks shops

Petty cash/banks business/workgroups

Petty cash/bank field offices, minus outstanding checks

Money in transfer

This year	Last year
2.772.065	3.667.532
188.221	108.142
83.420	37.352
629.039	632.829
69.566	108.852
3.742.311	4.554.707

Of the liquid assets an amount of € 69.395 is not at free disposal. This amount is kept on a collateral account by the Rabobank as they have issued bank guarantees for the sake of some rental arrangements. The liquid assets are predominantly to be classified as investment, 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.

EQUITY AND LIABILITIES

Reserves and funds (B6)

Reserves

Designated reserve financing assets

Balance as per January 1st

Added through result distribution

Balance as per December 31st

Continuity reserve

Balance as per January 1st, before error adjustment

Retrospective error adjustment estimate value stock Dorcas-shops

Balance as per January 1st, after error adjustment

Added/subtracted through result distribution

Balance as per December 31st

This year	Last year
2.940.379	2.200.000
307.523	740.379
3.247.902	2.940.379
488.381	2.196.066
0	-330.144
488.381	1.865.922
434.458	-1.377.541
922.839	488.381

Three reserves/funds are distinguished:

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, for financing assets.
3. Continuity reserve, to warrant the continuity of the organisation.

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 budgeted 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 designated reserve for financing assets is established each balance sheet date on the basis of the assumptions that are mentioned under the Principles of Valuation in chapter 5.3 of this annual report. Because of the increase of material fixed assets (amongst others because of the investment in the Tanzanian building), this reserve had to be added to.

The continuity reserve was depleted too much in 2015 by (too) large project expenditures. Through the result appropriation of this year, this reserve could be strengthened somewhat, but is still too low to be a safe buffer. Therefore it is the intention to have this reserve grow further during 2017 and 2018. Amongst others, this is apparent from the budget for 2017 > (see enclosure a), that indicates a surplus, which will be used to grow the continuity reserve.



Funds

Designated Funds are earmarked donations, grants and other income for specific projects that haven't been spent yet. If after finalization 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. This is handled with utmost care. All designated funds can be used for funding projects in 2017. The size of the designated funds has not changed much.

With interpreting the term 'result' (or 'profit' and 'loss') with a fundraising organisation, it needs to be kept in mind what the system is behind the determination of the result. If income is received in a certain year, it will be counted for in the result of that year, also when this income hasn't been spent in that year to the project for which the income was received.

The spending of the income on the project for which it was received, will be counted as expenditures in the year it is actually spent. That is why in this kind of organisation, big fluctuations in the 'result' are taking place from year to year, as where 2016

shows a 'surplus' of € 821.069) and 2015 showed a 'deficit' of € 1.116.286. The terms like 'profit', 'loss', 'surplus', 'shortage' and 'result' therefore have to be used with restraint in a fundraising organisation.

In Iraq, we have been working hard to provide food and medical care to people who have been displaced by the violence in Mosul

Next to the designated income that hasn't been spent yet and therefore was added to the designated funds, there has also a total amount of € 1.459.943 of government grants been received, which hasn't been spent yet. This particular income hasn't been counted as 2016 income yet, but are recorded as short termijn liabilities, in conformity with reporting regulation RJ 274.108. At the beginning of the year, these unspent government grants were € 2.780.381.

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:

	Balances at start of the year	Decrease and addition during the year	Balances at the end of the year
Relief and rehabilitation	2.191.995	-67.961	2.124.034
Development	422.035	112.574	534.609
Social care	16.635	34.475	51.110
	2.630.665	79.088	2.709.753

Long term liabilities (B7)

Private loans

	This year	Last year
Balances as per January 1st	240.616	351.375
Add: new loans	0	0
Less: payments on principal	-43.954	-110.759
Total	196.662	240.616
Accounted for under short term liabilities	-73.454	-74.862
Balance as per December 31st	123.208	165.754
These loans can be summarised as follows:		
Loans with a term of less than 5 years	148.954	193.816
Loans with a term of longer than 5 years	47.708	46.800
Total	196.662	240.616

These are several private loans. No collateral has been provided. The present loans are all interest-free.

Mortgage loans

Balance as per January 1st	268.047	301.363
Add: new loans	0	0
Less: payments on principal	-26.660	-33.316
Total	241.387	268.047
Accounted for under short term liabilities	-20.988	-26.660
Balance as per December 31st	220.399	241.387
These mortgage loans can be summarised as follows:		
Mortgage loans with a term of less than 5 years	83.952	89.624
Mortgage loans with a term of more than 5 years	157.435	178.423
Total	241.387	268.047
Total long term liabilities	343.607	407.141

The mortgage loan for the buildings in Andijk has been totally paid down. The collateral has been nullified in the landowners register.

There are two mortgage loans for the real estate property of the Dorcasshop 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 the other carries an interest of 3,6% until the end of 2019. The payment on the principal for each of these loans is € 1.149 per 3 month period. Collateral for these loans is a

mortgage registration on the real estate property of the shop in Nijverdal.

Then there is one final mortgage loan on the Dorcas-shop in Bergambacht, which was taken out in 2013 to finance the purchase of the building for € 118.000, which is adjacent to the shop that is rented. The loan has a fixed term interest of 3,55% until May 31st, 2019. The payment on the principal is € 983 per month. Collateral for this loan is a mortgage registration on the real estate property in Bergambacht.

Short term liabilities (B8)

Liabilities to credit institutions and private loans

Repayment obligation mortgage loans

Repayment obligation private loans

Total

This year	Last year
20.988	26.660
73.454	74.862
94.442	101.522
218.197	242.025

Accounts payable

Taxes and social security payments

VAT

Salary taxes and social security payments

Total as per December 31st

149.869	121.389
98.192	89.518
248.061	210.907

Other liabilities

Unspent government grants

Holiday allowance

Holidays

Account current Dorcas Hungary

Accrued expenses

Total as per December 31st

1.459.943	2.780.381
126.514	129.205
59.555	60.968
0	23.118
547.469	268.511
2.193.481	3.262.183
2.754.181	3.816.637

Total short term liabilities as per December 31st

Off-balance sheet liabilities, contingencies and rights

The foundation has entered into longer term obligations for the rental of business real estate (depots) for an amount of approximately € 55.000 per annum.

The rental obligations for depots are generally contract for the duration of one year, with automatic renewal when no notice is given. The foundation has entered into longer term obligations for the rental of business real estate for the Dorcas shops of approximately € 948.000 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 vary considerably, the exact total remaining term can't 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 three-year contracts, the foundation has accepted the conditional obligation to finance projects, for the year 2017 approximately € 13,4 million, voor 2018 € 2,4 million, for 2019 almost € 673.000 and for 2020 € 61.000.

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).

In 2016, the foundation has entered into purchase contracts for € 45.500, that will take or have taken place in 2017. It is for a residual payment for the new building in Tanzania of € 18.250 and two cars for € 27.250 in total. There are six operational lease contracts for cars and vans, that have started in 2013 and at the beginning of 2014 and 2016, for a total amount of € 68.500 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 € 20.200 per annum. These contracts run from 2013 through 2018.

Connected to decisions of the Dutch Ministry of Foreign Affairs, the EU, RVO and the UN, Dorcas is privileged to receive additional government grants after balance sheet date (2017 through 2019) for a total amount of almost € 2,265 million for a number of projects and an additional € 217.000 from other non-profit organisations. >

5.5 Comments on the Statement of Income and Expenditure

	This year		Budget this year		Last year	
INCOME						
Private individuals (S1)						
Door-to-door collections	107.862				104.576	
Legacies	627.839				813.428	
Sponsorships	2.615.010				2.594.891	
Donations/gifts earmarked Netherlands	779.143				894.830	
Donations/gifts not earmarked Netherlands	2.312.406				2.908.256	
Donations/gifts earmarked field offices	123.361				98.006	

Continued: Explanation of the consolidated statement of income and expenses

Donations/gifts not earmarked field offices	72.219			87.212	
Net proceeds work groups	134.888			168.709	
Goods through depots	3.682.902			4.149.636	
Goods through field offices	15.586			23.928	
	10.471.216		11.500.000		11.843.472

Companies (S2)

Donations/gifts earmarked Netherlands	630.547			906.979	
Donations/gifts not earmarked Netherlands	238.490			231.728	
Donations/gifts earmarked Egypt	1.453			0	
Goods from companies	1.168.400			1.280.790	
	2.038.890		2.100.000		2.419.497

Government subsidies (S3)

OCHA/UN, through field office Lebanon	0			17.856	
WFP/South Sudan	12.018			63.902	
WFP/South Sudan goods	0			26.655	
WFP/through field office Lebanon	0			21.890	
UN/through field office Iraq for IDP's	242.925			0	
Unicef/through field office Iraq, goods	35.287			0	
EU/Albania, 'from Trash to Cash'	1.427			3.469	
EU embassies/through field office Egypt	47.448			40.196	
EU/VTC's South Sudan	189.635			0	
Iraq/medicine from Dohuk Ministry of Health	0			6.474	
GIZ through WHH/through field office Iraq, winter support IDP's	492.202			0	
MoFA/protracted crisis Horn of Africa	1.398.497			1.350.376	
MoFA/Syrian refugees in Lebanon	623.820			747.961	
MoFA/Iraq, through Cordaid	529.631			904.427	
MoFA/Syria, through ZOA	1.026.685			968.333	
MoFA/South Sudan, through Save the Children	778.611			1.196.974	
MoFA/Ethiopia, through World Vision	1.171.106			177.691	
MoFA/Ukraine	4.667.981			0	
MoFA/Somalia, through Care Netherlands	390.361			0	
MFS 2/Prisma	111.064			781.953	

Continued: Explanation of the consolidated statement of income and expenses

Dutch municipalities	11.550				10.980	
RVO/Ethiopia, dairy equipment	186.768				113.414	
	11.917.016			9.962.414		6.432.552

Affiliated non-profit organisations (S4)						
Stichting Vrienden van Dorcas Woudenberg	65.841				67.600	
Dorcas USA	42.149				136.482	
	107.990			150.000		204.082

Other non-profit organisation (S5)						
ZOA/Ukraine	5.200				57.000	
ZOA/Lebanon	11.396				0	
Mary's Meals/Lebanon	63.493				0	
TEAR/refugees in Macedonia	40.666				80.697	
Red een Kind/refugees in Macedonia	0				31.359	
Woord en Daad/IDP's North Iraq	0				20.000	
Woord en Daad/Ethiopia	41.617				0	
Stop Aids Now/Ethiopia	29.267				0	
Edukans for VTC's in South Sudan	31.250				0	
Light for the World for VTC's in South Sudan	28.750				0	
Kom over en Help/through field office Albania	48.696				0	
ICCO/through field office Ethiopia	2.000				82.586	
NGO's/through field office Egypt	15.835				46.166	
Samaritan's Purse/refugees in Macedonia	0				43.605	
Pre-emptive Love Coalition/Syria	523.819				0	
Gereformeerde Zendingsbond	4.000				22.331	
Kids Alive	35.669				35.344	
Zendings-Diaconessenhuis Amerongen/ Ukraine	0				5.300	
Verein Kinderheim Selam/Ethiopia	35.091				29.617	
Aqua 4 All	0				36.230	
EO Metterdaad/Prisma	179.554				400.931	
Churches, earmarked	293.068				641.520	

Churches, not earmarked	241.975			237.650	
Churches outside Netherlands	84.184			0	
Other unnamed organisations	932.319			811.543	
	2.647.849		2.167.500	2.581.878	
	27.182.961		25.879.914	23.481.481	

The total of income raised has increased with over € 3,7 million or almost 16%. The shifts between the different categories are striking:

- ▶ Income from private individuals decreased with almost € 1,4 million, of which € 475.000 in the form of goods and almost € 900.000 in money;
- ▶ Income from companies decreased with € 380.000, of which € 112.000 in the form of goods and € 268.000 in money;
- ▶ Income from subsidies from national and supranational governments almost doubled, where almost € 5,5 million extra in subsidies has been spent; it has to be factored in that subsidies are only counted as income, once they have been spent. The moment of actual receipt of the money can have been in the previous year. Government subsidies almost comprised 44% of total income in 2016;
- ▶ Income from affiliated non-profit organisations stayed behind because of disappointing income from Dorcas America;
- ▶ Income from other non-profit organisations has increased a little more. The income from EO Metterdaad (Dutch Evangelical Broadcasting fundraising organisation) were significantly lower than in 2015, but these were made up for by income from other organisations, amongst which the Pre-Emptive Love Coalition for Syria.

The development of government subsidies is as follows:

Received last year, but not spent in that year	2.780.381			937.842
Spent, but not yet received grants	0			102.972
Received this year and spent in this year	10.596.578			8.172.119
Received this year, but not spent in this year	-1.459.943			-2.780.381
Accounted for as income	11.917.016			6.432.552

Each subsidy is laid down in a grant decision, in which the conditions, the aim and the obligations are agreed upon. Most of the times, the funds need to be spent in a certain time frame and spending cannot be outside of this time frame. The subsidy has a ceiling, above which no reimbursement of project expenditures will take place. For some subsidies, an 'own contribution' is applicable that Dorcas needs to finance itself, mostly from private sources. If a subsidy has not been spent entirely for the aim it was awarded, the subsidy that was received in surplus has to be paid back.

Income in exchange for the delivery of products and/or services (S6)

The net income from sales can be summarised as follows:

	Shops	Clothing etc	Total
Sales exclusive of VAT	4.484.341	450.769	4.935.110
Costs at a local level	-1.494.716	-47.793	-1.542.509
Costs at a national level	-237.968	-89.724	-327.692
	2.751.657	313.252	3.064.909

The comparative figures for 2015 are as follows:

Sales exclusive of VAT	3.864.549	484.538	4.349.087
Costs at a local level	-1.371.293	-26.886	-1.398.179
Costs at a national level	-198.459	-62.492	-260.951
Stock variance		-1.988	-1.988
	2.294.797	393.172	2.687.969

The net proceeds of the shops increased significantly again with almost € 457.000. A few new shops were opened and other shops were refurbished and extended. The shops have become an important source for funding sustainable development projects. The sales of clothes on the contrary has decreased, amongst others because of lower textile prices. Some € 80.000 less was received through these sales.

The expenses that were subtracted from the sales are goods purchased and services and expenses that can be directly allocated to the sales efforts, like the support of the shops by the shops team from Dorcas headquarter, the shop rental costs, heating and electricity and all other direct costs for the Dorcas shops. For the other sales (clothing etc.) these expenses can be directly allocated to these sales, amongst which in 2016 were prepaid transport costs.

The Dorcas-shops are entirely run by volunteers. Each shop has its own non-formal 'management' that manages the shop and all functions in the shops are carried out by volunteers. That is where the strong fundraising power of the Dorcas-shops lies. Moreover, the volunteers working together

gives a strong, social tie between them and gives a usefull and meaningful way of spending their time in connection to the disadvantaged people that Dorcas serves. The fact that the Dorcas-shops are entirely run by volunteers also brings along that not always formal controls can be implemented as when working with employees. Although in all Dorcas-shops the internal controls have been set up and in general are present and abided by, the formal administration and follow-up is not always there or even possible.

Furthermore, in Dorcas-shops we work with second hand items that have been received as donations in kind and very often have very little value. Through the combination of working with volunteers and the limited value of second hand goods, viewed through the lens of business economics and practicality, it is no use to implement a stock administration, through which a movement of goods can be made visible administratively, by which more certainty can be obtained on the completeness of the accounted for turnover.

From the Dorcas headquarter, together with the local shop management, we look at the financial and other

control mechanisms at the Dorcas-shops, to the end of establishing internal controls that are functioning as optimally as possible. This cycle was begun in 2014 and the intention is that each shop will be put under the magnifying glass at least once every three years. This means that at the end of 2016 most shops have undergone this 'check-up' (especially when the share in total turnover is considered), but that not all shops have been looked at.

All-in all, the Dorcas management thinks that it has done everything to guarantee appropriate and sound exploitation of the Dorcas-shops and that maximum measurements have been taken to guarantee the completeness of the turnover, but that the special characteristics of the shops (volunteers, second hand goods with small values) cause the fact that from the perspective of an auditor there will remain gaps that cannot or only against disproportionate costs and/or (rightful) resistance of volunteers can be closed.

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:

- ▶ Dorcasshops; in 2016 the net income from the shops has grown with almost half a million euro. Also for 2017 a further growth is planned, also because a number of new shops have been opened in the second half of 2016 and also in 2017 a few new shops are planned for.
- ▶ 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.
- ▶ The fact that Dorcas has been chosen by the Dutch Ministry of Foreign Affairs as one of the strategic partners in the Dutch Relief Alliance gives opportunities to be eligible for government grants when relevant and opportune.
- ▶ Through the involvement in the Dutch Relief Alliance and the obtaining of government grants from the Dutch government, doors are opened to other institutional funds. During 2015 and 2016 there were successes in this arena, and for the future we still see many opportunities, for which



Dorcas has strategically developed capacity to submit project proposals to these funds.

- ▶ Towards the future, Dorcas will take less goods to project countries. First of all because this is nowadays seen as a less sustainable way for development. That is why goods will only continue to play a role in activities that are embedded in more encompassing programs, in which beneficiaries will be encouraged to take initiatives themselves to break the cycle of poverty. Besides this, more and more countries are closing their borders for second hand clothes as a form of social care. Over the years, Dorcas has grown an organisation to process goods. For the future we foresee on one hand a development that cashing in on the value of goods can become a bigger source of funding for projects and on the other hand that gathering goods for the specific goal of using them in relief projects will remain and become even more opportune.
- ▶ 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. In 2016 income from Dutch churches was less than in 2015, because there was less money received for relief efforts in comparison with 2015.

There are also income sources that are under pressure, like income from private individuals, companies and work groups. It turns out that fundraising for relief in general is 'easier' than fundraising for sustainable development. During 2016, Dorcas has thoroughly reflected on the ways it communicates with its stakeholders and which message is communicated in this process. From this reflection, many lessons have been learned about what will be necessary to better connect them with the work, but especially with the beneficiaries that Dorcas serves. Concluding, it can be said that

Dorcas has a very varied income pallet 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. Summarizing, it can be expected that the cash income can be maintained over the next years, in which there will be plusses and minuses. Because of the varied income, it can be expected that Dorcas will have a sustainable income in the future. >

	This year		Budget this year		Last year	
EXPENDITURE						
Spent on objectives (S7)						
Awareness						
Activities/projects	0		0		0	
Execution expenses own organisation	900.434		915.752		888.164	
Total	900.434		915.752		888.164	
Relief and rehabilitation						
Activities/projects	11.481.410		9.924.553		7.080.993	
Execution expenses own organisation	905.717		780.339		706.647	
Total	12.387.126		10.704.892		7.787.640	
Development						
Activities/projects	5.391.839		7.356.682		7.097.793	
Execution expenses own organisation	848.595		952.266		836.335	
Total	6.240.435		8.308.948		7.934.128	
Social care						
Activities/projects	6.199.314		6.446.454		7.059.567	
Execution expenses own organisation	808.524		770.956		780.602	
Total	7.007.838		7.217.410		7.840.169	
Grand total spent on objectives	26.535.833		27.147.002		24.450.101	

The following numbers are shown excluding the expenditure on awareness:

Total direct project spending	23.072.563	23.727.689	21.238.353
Total execution expenses own organisation	2.562.836	2.503.561	2.323.584
Total spent on objectives	25.635.399	26.231.250	23.561.937
Expenses own organisation in % of direct project spending	11,1%	10,6%	10,9%

Project spending has increased in 2016 with over € 2 million as compared to 2015. The increase only applies to relief and rehabilitation (increase of € 4,6 million), while spending on development decreased with almost € 1,7 million and social care with € 822.000. During 2015 there has been an important overspending on sustainable development projects. That is why it was planned that project spending for development would decrease.

The decrease for social care was also deliberate. Spending in money, as well as spending in goods have decreased in this year. The goods are an important component of social care. However it is in the strategic planning that this form of help will decline steadily over the next few years. Focus will especially be on helping the beneficiaries to build their own existence and to become self-sustaining.

The 'execution expenses own organisation' that are allocated to spending on objectives (also called 'indirect project expenses') are around 11% of direct project expenses. For relief and rehabilitation this percentage is much lower than for development and social care. With relief it often involves big and sizeable projects, that in comparison need less coordination.



The expenditures on awareness are a little bit higher than last year, but a little bit lower than budgetted. Dorcas fulfills an important role in the Netherlands to make people that it comes into contact with aware of the poverty issue and of the fact that Dutch residents can do something concretely about it. The slogans 'Together we can make a difference' and 'In actie voor de allerarmsten' (Campaigning for the poorest of the poor) are solid expressions of that.

Fundraising expenses (S8)

Fundraising expenses remained at a comparable level as in 2015 and came out a little lower than budgetted. This is mainly because of lower communication costs, of which an important chunk (65%) is allocated to fundraising expenses.

Total communication costs were € 707.548 in 2015, while they were € 572.716 in 2016. The percentage of total income raised that has been spent on fundraising expenses was 7,1% for 2016, where in 2015 this was 8,4%. This decrease is mainly caused by the larger portion of government subsidies that are part of the income, for which - relatively speaking - less is spent on obtaining them.

Formerly, under the old guidelines for reporting by fundraising organisations, a separate benchmark was used for 'income from own fundraising', in which it was erroneously implied that for other forms of income, no expenses were made. This benchmark percentage has - rightfully - been abandoned.

Management and administration expenses (S9)

The expenses for management and administration can be summarised as follows:

Item	This year	Last year
Personnel expenses	855.445	799.350
Communication expenses	3.127	2.951
Accommodation expenses	30.183	33.914
Logistics/warehouse	0	460
Office and general expenses	122.854	100.509
Depreciation	53.066	51.203
	1.064.675	988.387

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

Item	This year
Employees financial administration	100%
Financial team leader	40%
Financial officer programs	55%
Backoffice employee programs	100%
Director of programs	10%
Project coordinators (for general tasks)	0-15% (for general tasks)
HRM employees	100%
Facility employee	80%
ICT coordinator	100%
Application manager CRM	25%
Receptionists	80%
Financial director	80%
Director support	25-30%
Process manager	20%
Director of fundraising and communication	10%
Field office coordinator	30%
Works Council members	5-15%

Of the non-personnel expenses € 209.230 (2015: € 189.036) was assigned to management and administration. Of all expenses of the field offices, including personnel expenses, 8% was assigned to management and administration.

When computing these norms, Dorcas reckoned with the recommendations issued by GDN (Goede Doelen Nederland; Charities Netherlands). The costs for management and administration at 3,6% of total costs (2015 also 3,6%) and under the maximum norm that Dorcas sets itself (4,0%). Although the absolute costs for management and administration have increased, especially when it comes to personnel, these compare favorably to the increased income and spending on objectives. >

Financial income and expenses (\$10)

	This year	Last year
Received interest	5.142	12.404
Paid interest	-237	-3.199
Exchange differences	79.858	114.106
Book profits sold assets	7.688	6.414
	92.451	129.725

5.6 Expenses own organisation

		Objectives				Costs under 'expenses'		Totals under 'expenses'		
		Awareness	Relief & rehabilitation	Development	Social care	Fund-raising	Management & administration	total 2016	budget 2016	total 2015
Salaries	L1	410.054	488.773	449.721	385.251	800.803	569.504	3.104.107	2.924.466	2.993.791
Social insurance	L2	82.045	62.580	75.603	59.258	160.039	111.492	551.016	550.278	469.619
Pension expenses	L3	41.061	41.248	41.891	34.682	80.148	56.491	295.520	296.144	248.557
Other staff expenses	L4	85.762	85.715	87.316	72.217	167.397	117.958	616.366	602.529	573.022
Communication expenses	L5	144.599	26.562	18.310	19.404	360.715	3.127	572.716	701.934	707.548
Accommodation expenses	L6	10.080	50.525	32.587	34.966	90.321	30.183	248.662	336.175	262.656
Logistics/warehouse	L7	0	2.460	5.424	85.269	11.644	0	104.798	131.850	120.241
Office and general expenses	L8	88.372	107.040	97.616	83.889	172.593	122.854	672.363	730.156	537.363
Depreciation	L9	38.461	40.814	40.128	33.588	75.084	53.066	281.141	299.203	264.296
		900.434	905.717	848.595	808.524	1.918.744	1.064.675	6.446.688	6.572.734	6.177.092

		Costs subtracted from income		Overall totals		
		Shop team	Other sales	Total 2016	Budget 2016	Total 2015
Salaries	L1	142.720	31.716	3.278.542	3.091.807	3.142.192
Social insurance	L2	29.747	6.657	587.420	585.541	499.822
Pension expenses	L3	14.496	3.244	313.259	313.775	264.359
Other staff expenses	L4	6.108	6.779	629.253	613.102	587.521
Communication expenses	L5	12.660	16.504	601.880	726.726	718.999
Accommodation expenses	L6	0	3.341	252.003	339.958	264.478
Logistics/warehouse	L7	0	11.644	116.442	146.500	132.962
Office and general expenses	L8	24.293	6.820	703.476	760.675	557.065
Depreciation	L9	7.944	3.019	292.104	301.257	270.662
		237.968	89.724	6.774.380	6.879.344	6.438.058

Allocation method

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

The general lines along which the expenses have been assigned can be summarised as follows: Project coordinators at headquarters, who assess projects in the concept phase, monitor the projects during the course of implementation in conjunction with the field offices, are focal points for arising issues and give follow up to action items, are assigned as indirect project costs for 100%, on the basis of which type of intervention they coordinate projects for. If they have additional tasks, such as being members of the Works Council, formulating strategy or involvement in fundraising, part of their time and thus costs are assigned to these activities.

The expenses of fundraisers are of course assigned to fundraising activities, but partly also to awareness. In conjunction with fundraising activities, they often fulfil a role in raising awareness amongst the public regarding the poverty issue and the necessity and possibilities to do something about it concretely by campaigning in the Netherlands. Depending on the person and the activities that are undertaken, between 30 and 60% of the time and thus personnel expenses are assigned to awareness.

The expenses of supporting services are assigned to the activities for which they are executed. HRM employees and those working at Finance are assigned to management and administration for 100%. Financial officers for projects are assigned to management and administration for 55 to 70% and for the other part to objectives spending. Logistical employees are partly assigned to objectives spending - especially regarding social care and for a smaller part to relief and development - because goods are put to use in these sectors. Because

part of the goods is turned into cash, part of the personnel costs for logistical employees is assigned to cost of sales (10 to 35%) and subtracted from the proceeds.

Personnel expenses (L1-4)

Personnel expenses (salaries, social insurance, pension premiums and other personnel expenses) are € 314.582 higher than in 2015 and also € 204.249 higher than budgetted. With this, personnel expenses are the only cost category that resulted in higher than budgeted expenses; all the other expense categories stayed within their budgets. The increasing costs first of all see to the increase of the number of employees, secondly to regular salary increases of employees and thirdly to the annual indexation of salary scales (although in the Netherlands these were quite marginal for 2016). The relative size of social and pension premiums increased some in a percentage of salaries, from 24,3% to 27,5%. The expenses of field offices were included in this. The other personnel expenses are higher than last year, both at headquarter as in the field offices. This has to do with temporary insourcing of self-employed people and increasing expenses for education of employees.

The Dutch pension arrangement is a defined contribution scheme. The costs of the premiums are accounted for in the year to which they pertain. The pension arrangement has guaranteed pension payments, although participants can also choose for an investment arrangement, by which the participant has a higher risk, but also opportunity for higher outcome. Each participant has to make a choice for either the guaranteed arrangement or the investment arrangement, after having been individually informed and educated by the pension advisor.

During 2016 there were 376 fte's (2015: 351) on average working for Dorcas, of which 68 in the Netherlands (2015: 70) and 308 (2015: 281) in the field offices. So in the Netherlands the staff decreased with 2 fte, while in the field office there was an increase with 27 fte. A large portion of the field office staff are project employees, of whom the personnel

costs are accounted for in whole or in part as project expenses. These are predominantly projects that Dorcas self-implements, without the assistance of partner organisations. Both at headquarter and in the field offices, no important increase of the staff is foreseen for 2017.

The members of the Supervisory Board receive no remuneration for their work. In 2016 a total of € 15.701 of board expenses has been paid (2015: € 4.656). This is including the expense for a field visit by the members of the Supervisory Board in January of 2016 to Kenya, where they visited a number of projects and spoke with beneficiaries and local employees of the field office.

The total taxable salaries in the Netherlands in 2016 were € 2.738.125 for 70 fte's. On average this is a little over € 39.000 per fte. Dorcas has a structured, sufficient, but moderate remuneration policy, fitting for a relief and development organisation. Many people that come to work for Dorcas with a

for-profit background have to take a few steps back in their remuneration. Nevertheless, Dorcas tries to be an attractive employer by using a structured remuneration policy with function classification, a transparent salary house, annual steps in that house, indexing of the salary scales and a fiscally optimal, premium free pension plan.

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 October 2016, in which use was made of the so called 360 degrees review.

The Supervisory Board is responsible for management remuneration policy, setting management salaries and setting the level of fringe benefits.

Shere from Ethiopia: 'With my new company, I can take care of my family.'



Name	Michel Gendi	Nico Hoogenraad AA	Joeke van der Mei
Position	director of operations	director of finance and supporting functions	director of fundraising and communication
<i>Employment:</i>			
Aard	indefinite	indefinite	indefinite
Uren	40	40	40
Parttime percentage	100%	100%	100%
Periode	1-1/31-12	1-1/31-12	1-1/31-8
<i>Remuneration</i>			
Gross salary	68.859	68.859	43.081
Year-end allowance	0	0	0
Severance pay	0	0	30.000
Total annual income	68.859	68.859	73.081
Social security expenses	11.669	11.669	6.903
Taxable reimbursements/additions	4.274	2.686	2.430
Pension costs for employer	11.220	14.356	6.568
Total other expenses and reimbursements	27.163	28.711	15.901
Total remuneration 2016	96.022	97.570	88.982
Total remuneration 2015	94.078	95.532	94.025

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

When the GDN-guideliness for director's remuneration 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	145 points
Yes/no part of umbrella organisation	80 points
Management and policy	65 points
Number of points	505 points
Threesome, collegial management	80%
Outcome weighing difficulty of management	404 points

On this basis, the director's remuneration according to the GDN-guidelines should be placed in category G, with a total annual salary per director for 2016 of € 102.470. The actual remuneration of the Dorcas directors (€ 68.859 gross salary per year) lies at approximately 67% of this norm. Because Dorcas receives grants from the Ministry of Foreign Affairs and from RVO (Government Services of Entrepreneurial Netherlands), in principal the Law of the Norms for remuneration of management of (semi-)public officers is applicable, because funding from public resources is taking place. However, in these cases income has to comprise of at least 50% government subsidies, before these Norms for remuneration of management are actually applied. The salaries of management at Dorcas (the three directors) are significantly below the applicable maximum.

Communication expenses (L5)

Total communication expenses have decreased from € 718.999 to € 601.880 and have also stayed well within budget. A smaller portion of the decrease can be explained by price-conscious purchasing and more focused direct marketing which brings about lower costs, and for a bigger part because less marketing activities have been developed, effecting in lower costs.

Accommodation expenses (L6)

Accommodation expenses are a little lower than last year and also lower than budgeted. Less money was spent on rentals for goods collection and on upkeep of the buildings in the Netherlands as compared with the budget.

Logistics/warehouse (L7)

Costs for the logistical department and the warehouse decreased a little further from € 132.962 in 2015 to € 116.442 in 2016. They also stayed well within the budget. With this development, the costs are aligned to the decrease in collected goods and the planned for slow decrease of logistical activities.

Office and general expenses (L8)

These have increased as compared to 2015, from € 557.065 in 2015 to € 703.476 in 2016. This is the case at headquarter level, in the field offices and also for the shops team. For the Netherlands there has been a significant increase in audit expenses for external auditors (both for the annual report as well as for project- and field office audits). At field office level there were more banking costs and car expenses as compared to last year.

Depreciation (L9)

Depreciation has increased as compared to last year. This is due to the fact that investments/purchases were made at field office level in 2015 and 2016 (amongst which the new building in Tanzania) and subsequently, depreciation has been taken into account. At headquarter, the depreciation was almost the same as last year. Furthermore there has been a significant increase in the depreciation on local shop purchases, because of the number of new and refurbished shops, in which depreciation was booked on the renovations/shops adjustments. Part of the depreciation is not accounted for as such in the statement of income and expenditure, but is accounted for elsewhere as expenses. This can be explained as follows:

	This year	Last year
Depreciation in the Statement of Income and Expenditure	281.141	264.296
Depreciation in costs of other sales	3.019	2.275
Depreciation in national shops costs	7.944	4.090
Depreciation in local shops costs	96.629	69.738
	388.733	340.399

Continued: Depreciation

Of which on material fixed assets	233.858	188.066
Of which on intangible fixed assets (software)	154.875	152.333
	388.733	340.399

5.7 Cash Flow Statement 2016

	This year	Last year	
Cash flows from operations:			
Result of the year	821.069		-1.116.286
Add: depreciation	388.733		340.399
Less: increase/decrease of stock	-209.924		-98.381
	999.878		-874.268
Changes in working capital:			
Increase/decrease receivables	-106.043	-632.843	
Increase/decrease short term liabilities	-1.062.456	1.933.906	
	-1.168.499		1.301.063
	-168.621		426.795
Cash flows from financing:			
Increase/decrease long term liabilities	-63.534	-96.459	
	-63.534		-96.459
Cash flow from purchases and sales			
Purchases	-584.959	-626.753	
Sales	4.718	-4	
	-580.241		-626.757
	-812.396		-296.421
Liquid assets December 31st	3.742.311		4.554.707
Liquid assets January 1st	4.554.707		4.851.128
	-812.396		-296.421

The decrease in liquid assets is mainly due to significant government subsidies being spent in 2016, that had been received in 2015. This item 'Unspent Government grants' accounted for under short term liabilities, decreased from almost € 2,8 million to almost € 1,5 million, a decrease of approximately € 1,3 million. Next to that, there were more purchases made than was depreciated, so that we are looking at expansion investments of almost € 200.000. Apart from these two elements, the liquid position has improved some structurally.

5.8 Signing by Executive Board and Board of Directors

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

5.9 Audit Opinion



Stichting Dorcas Aid International
Postbus 12
1619 ZG ANDIJK

INDEPENDENT AUDITOR'S REPORT

To: the board of directors and the supervisory board of Stichting Dorcas Aid International

Report on the audit of the financial statements 2016 included in the annual report

Our qualified opinion

We have audited the financial statements 2016 of Stichting Dorcas Aid International, based in Andijk.

In our opinion, except for the possible effects of the matter described in the basis for our qualified opinion paragraph, the accompanying financial statements give a true and fair view of the financial position of Stichting Dorcas Aid International as at 31 December 2016 and of its result over the period 1 January 2016 up to 31 December 2016 in accordance with the Guideline for annual reporting 650 "Fundraising Organizations" of the Dutch Accounting Standards Board.

The financial statements comprise:

1. the balance sheet as at 31 December 2016 (with a balance sheet total of € 9.978.282);
2. the statement of income and expenditure for the period 1 January 2016 to 31 December 2016 (with a total positive result of € 821.069); and
3. the notes comprising a summary of the accounting policies and other explanatory information.

Basis for our qualified opinion

As indicated on page 97-98, section S6, in the note to 'Income in exchange for the delivery of products and/or services', there are control deficiencies with respect to the recognition of revenue from the Dorcas shops. Owing to the specific characteristics of the shops, which are run exclusively by volunteers, a number of essential internal controls are not in place. As a consequence we have been unable to verify the completeness of net revenue from Dorcas shops.

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. Our responsibilities under those standards are further described in the 'Our responsibilities for the audit of the accompanying financial statements' section of our report.

We are independent of Stichting Dorcas Aid International in accordance with the 'Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten' (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore we have complied with the Verordening Gedrags- en Beroepsregels Accountants (VGBA, Dutch Code of Ethics).

We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified opinion.

Report on the other information included in the annual report

In addition to the financial statements and our auditor's report thereon, the annual report contains other information that consists of:

Correspondentie
Postbus 2150
2400 CD
Alphen aan den Rijn

☎ 0172 - 750 175
✉ info@withaccountants.nl
@ www.withaccountants.nl
🐦 @withaccountants

IBAN NL71 INGB 0667 8301 62
KvK 28112484

- 2 -

- the management board's report;
- other information as required by the Guideline for annual reporting 650 "Fundraising Organizations" of the Dutch Accounting Standards Board.

Based on the following procedures performed, we conclude that the other information is consistent with the financial statements and does not contain material misstatements. We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirements of the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements.

The Board of Directors is responsible for the preparation of the management board's report and other information in accordance with the Guideline for annual reporting 650 "Fundraising Organizations" of the Dutch Accounting Standards Board.

Description of responsibilities regarding the financial statements

Responsibilities of the Board of Directors for the financial statements

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

As part of the preparation of the financial statements, the Board of Directors is responsible for assessing the company's ability to continue as a going concern. Based on the financial reporting framework mentioned, management should prepare the financial statements using the going concern basis of accounting unless management either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so. The Board of Directors should disclose events and circumstances that may cast significant doubt on the company's ability to continue as a going concern in the company financial statements.

Our responsibilities for the audit of the financial statements

Our objective is to plan and perform the audit assignment in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion. Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material errors and fraud during our audit. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

Was signed in Slidrecht, 9 May 2017.

WITH accountants B.V.
P. Alblas RA

Enclosure.

Enclosure to our auditor's report by the accompanying financial statements 2016 of Stichting Dorcas Aid International, based in Andijk

We have exercised professional judgement and have maintained professional skepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements. Our audit included e.g.:

- identifying and assessing the risks of material misstatement of the company financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtaining an understanding of internal control relevant to the audit 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 company's internal control;
- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
- concluding on the appropriateness of management's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the company financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause a company to cease to continue as a going concern;
- evaluating the overall presentation, structure and content of the company financial statements, including the disclosures; and
- evaluating whether the company financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Board of Directors and the Supervisory Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identify during our audit.

Our Promises and Guarantees

Dorcas has prepared this annual report with the utmost care. Choices were made regarding its setup, its contents and its lay-out. We will explain the principal choices below. Dorcas supports the most deprived in many different ways. This annual report highlights a selection of these different ways such that transparency and relevance is achieved for all stakeholders. Dorcas has made it its mission to proclaim God's love by offering relief to people in distress and extreme poverty.

The road towards this has been described in Chapter 1. Partners from local communities in Africa and eastern Europe help Dorcas in carrying out its programmes. These partner organisations are intimately familiar with these communities and know what is necessary to improve the living conditions and enhance self-reliance. Dorcas attaches great importance to the co-operation with and development of these partner organisations; Dorcas sets aside one per cent of every project's budget for capacity building

of the partner organisation involved, as described in Section 3.4. To provide insight into the impact of our programmes, we have provided tables listing objectives, results and points for improvement for each sector.

Photos and videos bring the story of Dorcas to life, and with this story we want to encourage people in the Netherlands to get involved for fellow-humans in eastern Europe and in Africa.

Dorcas offers many different ways to get involved. Dorcas would not live up to its own expectations without the help of thousands of volunteers. Their enthusiasm and invaluable commitment are key to Dorcas' work. The significance of their involvement has been highlighted in various chapters in this annual report.

*In Mozambique we support
child-headed households*



The history of Dorcas

In 1980, Dirk Jan Groot and his wife founded the CFACC (Christian Foundation for Aid to Conscience Convicts) in order to put into practice the commandment of Christ and support people who were persecuted because of their faith. Many of these people lived in poverty.

The political transformation that took place in eastern Europe after the Iron Curtain had been brought down made these countries more accessible. This is when the Dorcas working group was formed, named after one of the first Christians who “was always doing good and helping the poor” (Acts 9:36). The working group took upon itself to collect and send relief goods and renamed itself Stichting Dorcas Hulp International (Dorcas Aid International Foundation), headed by Dirk Jan Groot as its director.

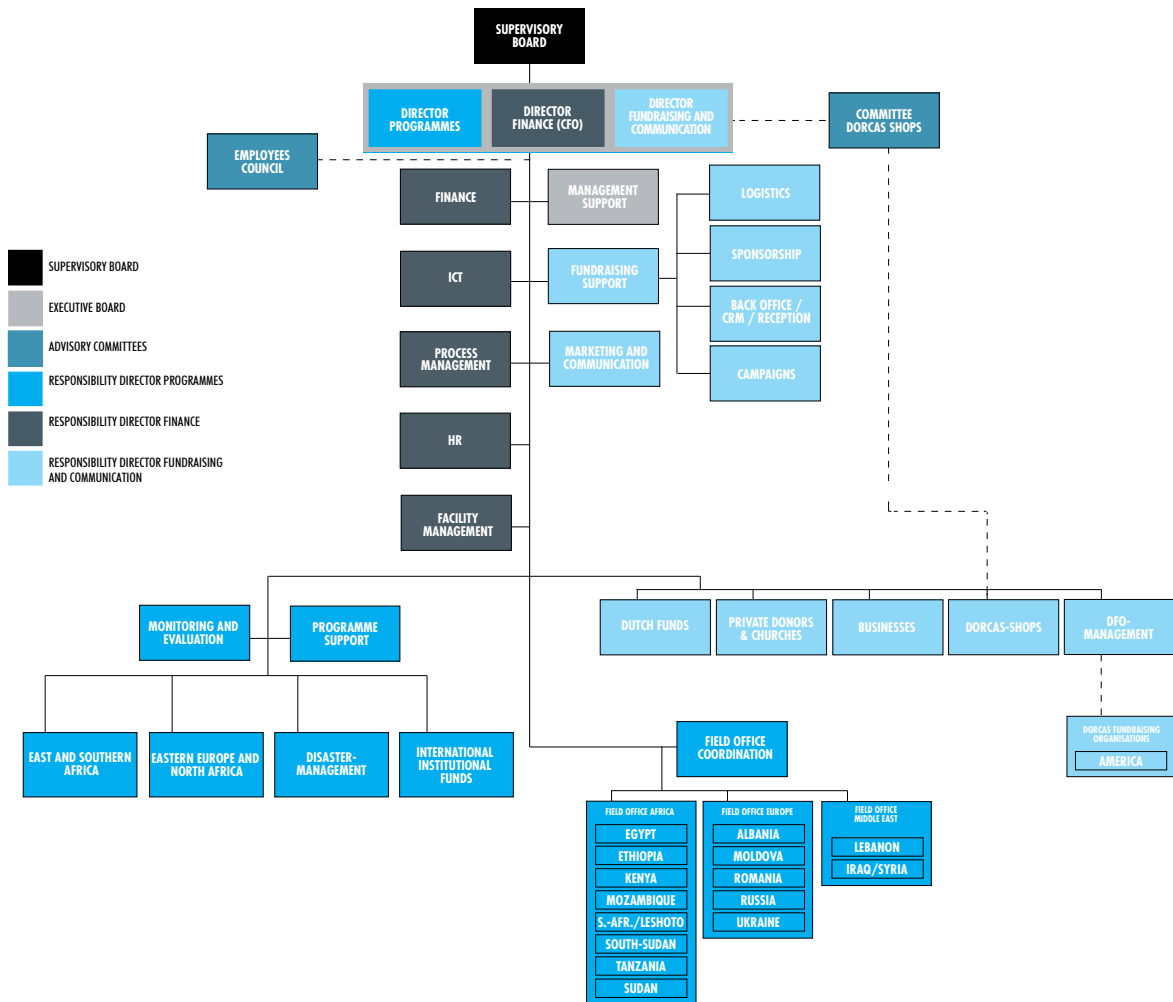
During the 1989 famine in Ethiopia, Dorcas sent a container with food. The operations in Africa soon expanded to include more countries. On account of these developments, it was felt opportune for Dorcas

to be split up into two separate foundations. Thus, in 1995 the Dorcas Aid International Foundation was established, and this foundation would be responsible for the operation of the projects abroad. In 1997, Dorcas Hulp Nederland (Dorcas Aid Netherlands) was founded, and its responsibilities included fundraising to make the implementation of these projects possible.

Dirk Jan Groot headed the organisation until his retirement in 2010. In 2010, the then respective Boards of Directors of Dorcas Hulp Nederland and Dorcas Aid International decided to integrate both organisations. This integration was accomplished early 2012 and the merger deed was executed in October 2013. The Stichting Dorcas Winkels (Dorcas Shops Foundation) was part of this merger. As from October 2013, all of Dorcas’ activities have been incorporated into a single organisation: Stichting Dorcas Aid International, under the name of Dorcas. In 2015, Dorcas celebrated its 35th anniversary.



Annex A - Organogram



Annex B - Partner Organisations Overview 2016

Albania

Diakonia Agapes – *Tirana*
Emanuel Mission Foundation – *Korça*
Family Health Care Association – *Korça*
Integration Association Tropoja – *Bajram Curri*

Moldova

A.O. El-Sadai – *Chisinau*
Asociatia de Binefacere 'Elim-Moldova' – *Singerei*
Baptist Evangelical Church – *Rezina*
Christian Foundation Titus – *Telenesti*
Dinar – *Chisinau*
Emmanuel Baptist Church – *Balti*
Hope to Children – *Floresti*
The Salvation Army – *Chisinau*

Ukraine

Charitable Organisation 'New Hope Center' – *Zaporozje*
Dobra Vistka – *Krivoy Rog*
Favor – *Krivoy Rog*
Good Samaritan Children's home – *Nagydobrony*
Khortitsa Baptist Church – *Zaporozje*
Light of Resurrection – *Donetsk*
New Beginning – *Mukachevo*
New Life – *Mukachevo*
Phoenix – *Mukachevo*
Reformed Church – *verschillende locaties*
Ukrainian Gospel Mission – *Lutsk*

Romenia

Baptist Church Negresti – *Vaslui*
Christian Center Betania – *Oradea*
Christian Foundation Diakonia – *Cluj-Napoca*
Lord's Army Association – *Gherla*
Pro Christo et Ecclesia Association (CE) – *Targu Mures, Zalau, Oradea*

Russia

ADRA – *Moskou*
Charitable fund Nadezhda Est – *Tula*
NOMCC – *Vladikavkaz*
The Peacemakers – *Penza*
Preobrazovanie – *Togliatti, Samara region*

Egypt

Bishopric of Public, Ecumenical and Social Services (BLESS)
Evangelical Church
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 – *various locations*
Ethiopian Mulu Wongel Amagnoch Church Development Organisation – *various locations*
HOPE Enterprises – *Addis Ababa*
Life in Abundance – *Jimma*
Selam Awassa Business Group – *Awassa*

Kenya

Anglican Church of Uganda, Kisiizi Hospital – *Kabale, Oeganda*
Kitise Rural Development – *Kitise, Mwanja, Makueni*
Muangeni Rural Development – *Ikutha*
Muthetheni Parents Committee – *Muthetheni*
North Gem Community Development Program – *Siaya*
Redeemed Gospel Church – *verschillende locaties*
Shokut Naretoi Community Project – *Naretoi*
Wikivuvwa Development Action – *Mwingi*

Lesotho

Centre for Impacting Lives (CIL) – *Maseru, Lesotho*

Mozambique

Assembleia De Deus Africana - *Avante na Fe Ministries - Inhaminga*
Kubatsirana – *Ajuda Mutua*
Shingirirai – *Chimoio*
United Church of Christ-Mozambique

Tanzania

ELCT - Terrat & Orkesumet Lutheran Parish – *Arusha*
Free Pentecostal Church of Tanzania – *Handeni*
International Evangelism Church – *Arusha*
Magugu Lutheran Parish – *Babati/Kongwa*
New Life in Christ – *Kilimanjaro*
Olokii Lutheran Parish – *Arusha*
St. Steven Anglican Church Hai Parish-Rundugai

Zimbabwe

Reformed Church in Zimbabwe, Community Based Aids Programme – *Masvingo*

South Africa

iThemba Projects – *Sweetwaters*
Zoë-Life Innovative Solutions – *KwaZulu Natal*

Disaster Response

ADRA – *Moskou, Rusland*
Apostopoulos Consultancy
International – *Griekenland*
Ethiopian Muluwongel Amagnoch Church Development Organisation (EMWACDO) – *Ethiopië*
Favor – *Krivoy Rog, Oekraïne*
Greek Evangelical Church of Katerini – *Griekenland*
Hope Enterprise – *Ethiopië*
International Aid Services – *Zuid-Soedan*
Medair – *Somalië, Somaliland, Puntland*
Missional Business Centre Inc. - *Filipijnen*
Samaritan's Purse International - *Nepal*
Sundar Dhoka Saathi Sewa – *Nepal*
Tearfund UK – *Sierra Leone*
Value Partners – *Macedonië*

Several partners in Lebanon, Syria and Iraq

Annex C - Budget 2017

INCOME

Private individuals

Companies

Government subsidies

Affiliated non-profit organisations

Other non-profit organisations

Total income raised

Income in exchange for the delivery of products and/or services

Other income

Total income

EXPENSES

Spent on objectives

Awareness

Relief and rehabilitation

Development

Social care

Fundraising expenses

Management and administration expenses

Total expenses

Balance of income and expenses

Financial income and expenses

Surplus (deficit).

Forecasted benchmark percentages:

- Spent on objectives as a percentage of total income

- Spent on objectives as a percentage of total costs

- Fundraising expenses

- Management and administration expenses as a percentage of total costs

Budget 2017	
9.825.000	
2.100.000	
7.532.471	
152.500	
2.355.000	
21.964.971	
3.399.316	
0	

25.364.287

914.311	
7.669.708	
6.368.605	
6.414.644	
21.367.268	
1.905.792	
1.038.610	

24.311.670

	1.052.617
	9.749

1.062.366

	84,2%
	87,9%
	8,7%
	4,1%

Annex D - Distribution Direct Project Expenses 2016

	payments in cash 2015 in euro's	contributions in kind 2015 in euro's	total 2015 in euro's	payments in cash 2016 in euro's	contributions in kind 2016 in euro's	total 2016 in euro's	budget cash 2016 in euro's	budget cash 2017 in euro's
<i>Distribution for type of intervention:</i>								
Relief and rehabilitation	6.671.761	409.232	7.080.993	11.358.112	123.298	11.481.410	5.960.973	6.438.721
Development	6.809.719	288.072	7.097.791	5.120.008	271.832	5.391.839	7.041.682	5.098.430
Social care	2.370.401	4.689.168	7.059.569	1.926.081	4.273.233	6.199.314	2.046.453	2.122.594
	15.851.881	5.386.472	21.238.353	18.404.200	4.668.363	23.072.563	15.049.109	13.659.745
<i>Distribution between countries:</i>								
Romania	487.428	1.171.243	1.658.670	410.447	949.514	1.359.961		
Moldova	536.449	946.787	1.483.236	523.438	809.712	1.333.151		
Hungary	31.727	254.065	285.792	0	0	0		
Ukraine	1.029.437	1.720.888	2.750.325	5.181.174	1.862.393	7.043.567		
Albania	622.061	290.565	912.626	617.820	273.441	891.261		
Russia	332.378	0	332.378	299.046	0	299.046		
Total Eastern Europe	3.039.480	4.383.547	7.423.027	7.031.925	3.895.061	10.926.986		
Egypt	806.835	0	806.835	668.347	0	668.347		
Sudan	133.242	0	133.242	97.250	0	97.250		
South Sudan	2.740.580	26.655	2.767.235	1.909.995	0	1.909.995		
Ethiopia	1.765.406	0	1.765.406	2.938.998	0	2.938.998		
Kenya/Uganda	1.603.895	0	1.603.895	1.157.710	0	1.157.710		
Tanzania	918.812	0	918.812	478.314	10.886	489.200		
South Africa	366.817	318.012	684.829	164.443	251.411	415.854		
Mozambique	441.975	5.090	447.065	291.637	0	291.637		
Zimbabwe	135.564	0	135.564	12.664	0	12.664		
Lesotho	115.873	47.505	163.378	91.775	42.911	134.687		
Total Africa	9.028.999	397.262	9.426.261	7.811.134	305.209	8.116.343		
Syria	952.412	119.596	1.072.008	968.765	0	968.765		
Lebanon	1.094.941	0	1.094.941	490.353	0	490.353		
Iraq	1.183.279	2.057	1.185.336	1.233.690	39.787	1.273.477		
Total Middle East	3.230.632	121.653	3.352.285	2.692.808	39.787	2.732.595		
Nepal	130.226	0	130.226	196.007	0	196.007		
Other countries and transport fund	422.545	484.010	906.554	672.326	428.307	1.100.632		
Total other countries and transport fund	552.770	484.010	1.036.780	868.333	428.307	1.296.640		
Grand total	15.851.881	5.386.472	21.238.353	18.404.200	4.668.363	23.072.563		

Appendix E - Composition of the Supervisory Board and Board of Directors on January 1st, 2017

Composition of the Supervisory Board

As of January 1st, 2017, the Supervisory Board is composed as follows:

**Lt. Colonel Mrs. Dr. C.A. Voorham (1946),
Chairperson of Supervisory Board,
Chairperson of Remuneration Committee**

Profession: Salvation Army officer (previously director of the Wellbeing and Healthcare Division of the Salvation Army Foundation)

Additional positions: vice-chairperson Stichting Timongroep (Timongroep Foundation) Supervisory Board, Stichting Present Haarlem board member. Member of the Maatschappelijke Raad Gevangenenzorg Nederland (Netherlands Social Council for Prisoners Care, member of the Members Council of the Netherlands Bijbelgenootschap (Netherlands Bible Society), Ambassador for Youth for Christ, Lifespots and Micha Nederland
Stepping down in 2017 and may be reappointed once.

Mr. K. Kloosterboer MBA (1958), member of Audit Committee, member of Remuneration Committee

Profession: entrepreneur
Additional positions: member of the Foundation Board of Zeehaven IJmuiden NV, Supervisory Board member at Fruitmasters in Geldermalsen and church warden for the Protestant Church of Sint Pancras
Stepping down in 2018 and cannot be reappointed

Mr. J.C. van der Linden, RA (1960), chairperson of Audit Committee

Profession: Accountant advisor
Additional positions: Chairperson Candidates and Evaluation of Frisian Company of the Year. Board member VNO NCW Friesland, Membership Recruitment Rotary Club Sneek member, Treasurer Stichting HIS Hulp, Treasurer Friesland Vaart, Board member Trade & Industry Sneek area.
Stepping down in 2021 and may be reappointed once.

Mr. J.O. Verboom M.Sc. (1963), member of Remuneration Committee

Profession: Deputy Director Europe, Netherlands Ministry of Foreign Affairs
Stepping down in 2019 and may be reappointed once

Mrs. A. Westerduin-de Jong MA (1971)

Profession: Director of Royal Jongbloed Publishing Group
Additional positions: member of the Supervisory Board of Het Baken Care Centre in Elburg, Board member of Stichting Present Nederland (Present Foundation)
Stepping down in 2020 and may be reappointed once

Supervisory Board remunerations

The members of the Supervisory Board do not receive any remuneration for fulfilling their duties. However, they may be reimbursed for expenses incurred.

Appointment Procedure

Supervisory Board members are appointed by the Supervisory Board. Appointment to the Supervisory Board takes place using a profile defined by the Supervisory Board stipulating the qualities and/or capacities which Supervisory Board members are required to meet. The recruitment and selection of Supervisory Board members takes place using a procedure defined by the Supervisory Board. The Selection and Remuneration Committee supports the Supervisory Board in recruiting and selecting candidates for the Supervisory Board. Any Supervisory Board member will retire by rotation, but no later than five years after his appointment. A Supervisory Board member retiring by rotation can be reappointed once. In the procedure for recruitment, selection and appointment, the Board of Directors has an advisory role.

Composition of the Board of Directors

As of January 1st, 2017, the Board of Directors is composed as follows:

Mr. L.D. Visser (1957), Chief Executive Officer (0,9 FTE)
't Loo Oldebroek

Additional positions: member of EU-Cord
Administrative Council, Brussels (unpaid),
commissioner at De Jong Beheer BV, Slidrecht (paid)

Mr. M. Gendi (1964) – Chief Program Officer (1,0 FTE)
Enkhuizen
Additional positions: none

Mr. N. Hoogenraad (1958), Chief Finance Officer (1,0 FTE)
Aalsmeer
Additional positions: Member of Serve the City
Nederland (unpaid)

Additional positions risk analysis

Supervisory Board:

Additional positions our Supervisory Board members fill do not influence their position with Dorcas and their availability, formally nor informally. Therefore, there is no real risk for the organisation.

Board of Directors:

Additional positions our Board of Directors members fill do not influence their position with Dorcas and their availability, formally nor informally. Mr. L.D. Vissers role as a commissioner for a commercial organisation is no threat to his performance with Dorcas, according to our Board of Supervisors. His appointment of 0,9 FTE is associated with his duties as a commissioner. His role as a member of the EU-Cord board is beneficial due to Dorcas' membership with this European group of Christian aid and development organisations.



We desire justice, both for
people and their communities,
so that they flourish. We
strive for lasting change for
those who live in poverty, are
excluded, or are caught in a
crisis. This is how we
follow *Jesus Christ*.