



Dorcas Strategic Plan

Impact Powered by Communities **2022 - 2025**

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Publishing Information

Dorcas - Strategic Plan | Impact
Powered by Communities |
Published July 2021

Design: BladenMakers
Printed by: PreVision
Photographs: Dorcas

*The boundaries used on maps do
not imply official endorsement or
acceptance by Dorcas.*

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to the Lord'

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For 40 Years and Beyond

Foreword



Introduction

Sustainable change in the lives of individuals and their communities is the hope we share with people who are marginalised due to poverty, exclusion or crisis. More than forty years ago, this vision inspired our founding generation to act. It still inspires us now. Together with thousands of volunteers, tens of thousands of donors and millions of people in need, we share a dream that replaces despair with hope. Much has changed in the past forty years. Still, this call to action continues to shape the Dorcas approach. We see people and stand next to them where they are. We unlock the God-given potential in every human being, no matter what their circumstances are. And we mobilise communities to protect and uplift those who are marginalised. This approach is part of who we were, who we are, and who we want to be, also in 2025.

Whether we do humanitarian or development work or mobilise the resources to fund these, we need to be deeply rooted in local communities wherever we are present. This is how we work and organise ourselves.

Forty years of humanitarian and development work has inspired us to examine our approach. We consulted many people inside and outside of Dorcas, and we invited experts to give us critical advice. This input enabled us to define this Strategic Plan 2022-2025.

Of course our activities have evolved. Forty years ago, we concentrated on material support. Now we focus on empowerment and realising clear strategic goals. But our attitude remains the same: working together

to achieve sustainable change in people's lives, whatever that takes.

We often go off the beaten track. In this policy period, that means an emphasis on adopting new and innovative concepts and approaches in our work, improving our quality management system and strengthening our capacity to respond quickly to continuously changing circumstances. These changes will make us most relevant for the people we serve, the circumstances we work under, and the local and strategic partners we cooperate with.

Whatever evolves or needs to change, we will continue to empower people who are marginalised and enable disadvantaged communities to flourish. Because this is how we follow Jesus Christ.

For the Executive Board
Leo Visser - CEO

Our History

Dorcas was founded by Dutch activist Dirk-Jan Groot in 1980 to support people who were persecuted for their religious beliefs under communist regimes in Eastern Europe. Many people joined him. In the 1990s, Dorcas expanded its activities to Africa and in the last decade to the Middle East. In this period, Dorcas also shifted its focus towards humanitarian and development activities. We are grateful that we can work together with donors from around the world and with a large donor base of individuals, companies, churches and other organisations.



Our Identity

What Drives Us

We fight poverty, exclusion and crisis. We empower marginalised people and communities to flourish. This is how we follow Jesus Christ.

What we believe

We believe in the value and God-given potential of every single person. We are called to demonstrate God's love for those in need. This is how we follow Jesus Christ.

What we see

We see a world where poverty, exclusion and crisis marginalise people. We also see the potential of these people and their communities to flourish despite their difficult circumstances.

How we work

- ▶ **Accountable**
We do what we say, work transparently and use resources wisely.
- ▶ **Compassionate**
We see those in need and stand next to them.
- ▶ **Determined**
We have an entrepreneurial spirit and do not give up.
- ▶ **Locally led**
We work through local leadership, staff and partners.

What we do

Empower people who are marginalised

We empower people who are marginalised to develop their talents. And we enable disadvantaged communities to flourish. We equip individuals and communities to promote and ensure participation of all.

Realise sustainable change

We create hope and long-term perspectives in volatile and complex situations. We meet people's basic needs in times of crisis and increase their ability to overcome poverty and

exclusion. We persist despite frequent setbacks and invest in durable relationships to realise sustainable change.

Engage in a global movement

We are part of a global movement of individuals and organisations working for a just and fair world. We recognise and appreciate everybody who supports our work. And we actively partner with others to create synergy and amplify our impact.

Theory of Change

Dorcas views poverty as a condition in which people cannot realise their intellectual, material, physical, social and spiritual needs and capacities. This kind of poverty is often related to exclusion mechanisms and barriers within society. We want to contribute to the protection, inclusion and resilience of people living in

poverty, experiencing exclusion or caught in a crisis. Our theory of change recognises that transformation is needed at the individual, community and societal levels. We seek to realise a six-fold impact that results in flourishing people and communities.



Our Context

A Volatile and a Widening Gap

Main Trends in a Rapidly Changing World

The COVID-19 pandemic has revealed crucial weaknesses in our world's health systems, economies and governance. Disparities are growing at an alarming rate, and simultaneously, the world is trying to mitigate climate-related disasters. All of this is taking place in the broader context of global imbalances, inequity and geopolitical rivalry. These developments impact the regions where we work and are highly significant for the humanitarian and development sector. Extreme poverty will mainly occur in fragile Sub-Sahara African countries. The Middle East remains very volatile due to conflict, inequality and social exclusion. Eastern Europe continues to suffer from regional political strife, severe systemic cracks in the social fabric and deep exclusion within the modernising societies.

Rising institutional scepticism and populist influences are undermining international solidarity. At the same time, the architecture of the humanitarian and development sector is changing. There is a growing emphasis on localisation, local actors, local priorities, and a more direct channelling of funding. International NGOs still have a role to play. But they need to find a new balance with local actors as drivers for change and different ways to contribute to cohesion in fragmented social environments. Furthermore, they need to make their relevance, legitimacy, focus, impact and scale unambiguously clear.

Specific Drivers of Change

Several drivers of change directly impact people who are marginalised in our rapidly changing world and are crucial for the Dorcas strategy.

Demography and Human Development

Countries with a reduced economic outlook and a relatively young population face an uphill struggle to provide enough jobs. They run the risk of growing instability. Migration is rising as young people search for new perspectives.

Environment

Climate change will cause more extreme weather: both excessive rain and severe drought. This will result in growing insecurity for many people. There are no quick solutions to solve this problem. Global and local action are needed, and difficult choices must be made.

Economics

Low- and middle-income countries are confronted by increasing poverty. The COVID-19 pandemic and geopolitical tensions have uprooted global supply systems. Production is moving closer to markets where the goods are needed. Pressure to realise more environmentally friendly production will have multiple effects. Although these transitions have many benefits, changing global supply systems can positively and negatively impact job opportunities, and weaker economies have the most to lose.

Technology

COVID-19 has accelerated the use of IT systems and remote connectivity to perform economic activities and connect socially. Digital data and tools have rapidly entered the development context too. These trends open up new possibilities, but may also widen the gap between the well and poorly educated. For the humanitarian sector, better access to IT will be an important instrument for change.

Implications for Dorcas

All those changes underline our mission: empower who are marginalised and enable communities who are disadvantaged to flourish. Because that is how we follow Jesus Christ. Therefore, we participate with local people and actors in strategic cooperation and coalitions. Due to increasing fragilities, working at the Triple Nexus of humanitarian aid, development, and peace and reconciliation will grow in importance and become an integral part of most of our programmes. We provide humanitarian assistance to meet immediate basic needs. We are committed to long-term development that focuses on resilience, rehabilitation, social protection and economic inclusion. We believe that people-oriented solutions and systemic changes need to go hand in hand.



Our Strategic Ambitions Responding to a Changing Landscape

For over forty years, Dorcas has reached out to people in need. We have learned how to contribute to the desired impact so that people and communities flourish. For the Strategic Period 2022-2025, we will focus on people who are marginalised, develop coherent and community-based programmes, achieve more scale by engaging and collaborating with thousands of individuals, partners, networks, and other agencies, and increase our agility. These main policy choices are worked out in more concrete ambitions.

Focus on People who are Marginalised

Eighty percent of the world's poorest people live in fragile contexts, with high population growth and an urgent need to create perspectives for young people. Growing economic and social disparities increase the exclusion of disadvantaged families and isolate the elderly. In situations characterised by poverty, crisis or exclusion, we seek to include and empower people who struggle with multiple disadvantages. We will help people use their knowledge, skills and networks to realise their ambitions for change. And we will increase the effectiveness of this approach by making better use of comprehensive and multidisciplinary context analyses.

Develop Coherent and Community-based Programmes

Dorcas is part of a growing worldwide movement to promote community-led disaster response and development. We will strengthen the integration of community-based approaches across our three evidence-based programme concepts:

- ▶ Humanitarian Assistance and Recovery,
- ▶ Social Empowerment and Protection, and
- ▶ Inclusive Entrepreneurship.

We will increase our lobbying and advocacy efforts to decrease unfair political and social barriers. Where possible, we will contribute to systemic changes, especially where vulnerability and exclusion persist due to systemic injustice. We will invest in tools and data analysis methods to measure outcomes and evaluate impact at the individual, community and society levels.

These investments will strengthen our monitoring, evaluation for accountability and learning (MEAL). It will also contribute to our regional strategies, cross-country learning and cooperation, and sharing our expertise with others.



Increase the Scale and Effectiveness of our Work

The world faces growing challenges that no single party can tackle and for which there are no easy answers. We will intensify our collaboration with various actors to realise synergy, complementarity and multiplication. We will invest more capacity and effort in developing relevant proposals to various donors that are submitted jointly with other actors. Furthermore, we will invest in promoting the position, role and capacities of local partners and actors.

Mobilise Resources and Engage Communities

We will strengthen the Dorcas movement in the Netherlands by increasing the number of people engaged and the number of shops and other Dorcas communities. We will continue to diversify our mobilisation of re-

sources: in the Netherlands, with international donors and foundations, and in the countries and communities where we work.

Become an Agile Catalyst and ConnActor

We have taken a path of decentralisation and strengthening our central capacity to comply with the external and internal quality standards NGOs must comply with. In this Strategic Period, we will transition towards an organisation where we work in a result-oriented, smooth and efficient way. We will further improve our quality system and processes to ensure an agile organisation. Our Country Offices will work towards operating in a way appropriate to their role, size and funding opportunities.



Our Approach

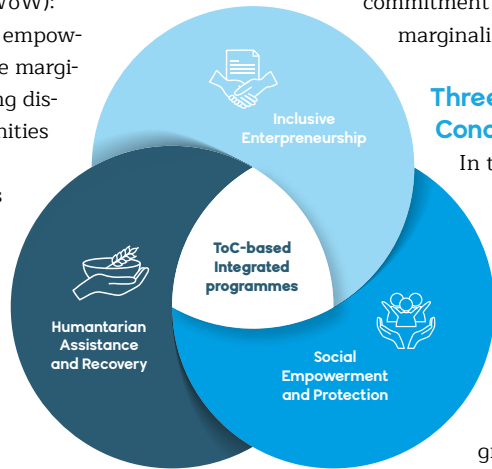


Realising Sustainable Change

A Robust Way of Working

The Dorcas Philosophy and Theory of Change will play a more robust and consistent role in our Way of Working (WoW):

- ▶ We will continue to empowering people who are marginalised and enabling disadvantaged communities to flourish. We will work on three levels of change: Individual, Community and Society.
- ▶ We will define ambitions for change in participation with the individuals, communities and societal stakeholders involved.
- ▶ We will define a specific theory of change for each context based on leading programme concepts.



- ▶ We will define criteria for the phasing in and phasing out of Dorcas' involvement. These criteria will be based on our long-term commitment to communities that are marginalised.

Three Programme Concepts

In the Dorcas Strategic Plan 2019-2021, the Dorcas Way of Working provided programmatic coherence, and we made significant progress in diversifying resources and partnerships.

For 2022-2025, we will gradually move towards coherent programmes based on leading programme concepts that will create impact and demonstrate our distinct added value for stakeholders and donors. We will measure the changes achieved through

these concepts to provide evidence of our track record at the country, regional and international levels.

The three programme concepts have different core drivers that are shaped by thematic approaches.



1. Humanitarian Assistance and Recovery, driven by saving and restoring lives.

Thematic approaches: (multipurpose) Cash, Food Security and Livelihoods (FSL), Water, Sanitation and Hygiene (WASH), Mental Health and Psychosocial Support (MHPSS), Protection and Disaster Risk Reduction.



2. Social Empowerment and Protection, driven by social inclusion and empowerment.

Thematic approaches: Asset-Based Community Development, Community Safety Nets, Future for Children, MHPSS.



3. Inclusive Entrepreneurship, driven by economic inclusion.

Thematic approaches: Employability, Inclusive Market Development, Micro and Small Entrepreneurship, WASH, Clean Energy and FSL.

Each programme concept integrates the cross-cutting themes of climate change and inclusion, and gives expression to the role of faith in our work. The context is always leading in selecting a programme concept. Thematic approaches are customised to fit the context and to link humanitarian, development and peace and reconciliation actions (Triple Nexus). As a result, programme concepts are often overlapping, as reflected in the figure on the left. This figure also reflects the flexibility and agility of the Dorcas Way of Working. Lobby and advocacy efforts are also intensified to encourage societies to become more inclusive and speak out for the rights of marginalised individuals and communities.



Triple Nexus way of working principles will be applied in partnership with local and international actors, while considering:

- ▶ How humanitarian assistance and recovery creates a foundation for development (e.g. using durable solutions and community involvement);
- ▶ How programme concepts build community capacity to provide resilience in future crises (e.g. community-based disaster preparedness);
- ▶ How programme concepts contribute to peace (e.g. strengthening social cohesion).



Catalyst and ConnActor Role

Our role in multistakeholder cooperation is that of a Catalyst and a ConnActor. As a Catalyst, we take new initiatives and we equip individuals and communities to mobilise themselves and others to play their role in making communities flourish. As a Conn-

Actor, we connect actors to promote and enable partnerships between civil society, private sector and public sector parties to achieve more impact. Cooperation with these other organisations is also vital for participating in lobbying and advocacy trajectories and networks.

We will invest in and strengthen our thematic expertise, our Catalyst and ConnActor roles at the international, country and regional levels, and our capacity to expand lobby and advocacy efforts. We will form external partnerships for interventions and approaches outside our areas of expertise to enable integrated programming. An interdisciplinary approach to cooperation will shape our programmatic Way of Working.



Evidence-Based Programmes

MEAL (Monitoring, Evaluation, Accountability and Learning) is a fundamental aspect of our programmatic approach and essential for building up an evidence-based track record. We will monitor

Social Enterprise Development

Working on social change and impact through enterprising initiatives is gaining shape in various contexts where we work. We recognise an international trend in investment opportunities that promote social impact through entrepreneurship, as a way of boosting and sustaining social and economic development. Dorcas will give Social Enterprise Development a more prominent position in its strategy and organisation.

and evaluate our programmes so that we can learn from our experiences and be accountable. We will document lobby and advocacy efforts for evidence building and learning. For these processes, we will collect and analyse quantitative and qualitative data to measure the impact of our work in line with our theory of change. MEAL will also inform our evidence-based decision-making according to our organisation-wide results framework. Our results framework is aligned with the United Nations Sustainable Development Goals and measures long- and medium-term outcomes using recognised sector standards.

Our programmes contribute to these SDGs:





Three Regions, One Focus

Our Regional and
Country Priorities



Collaboration in East Africa

Dorcas is active in Ethiopia, South Sudan, Kenya, Tanzania and Mozambique. These countries in East Africa share borders, but also cross-border root causes of poverty: conflicts, fragile ecosystems, the impact of climate change, disasters, food insecurity, youth unemployment and migration. These factors, reinforced by the impact of the COVID-19 pandemic, have reversed the progress made in reducing poverty.



Programmatic Priorities

In all our programmes, we operate on the Triple Nexus of humanitarian aid – development – peace and reconciliation. We mainly apply the programme concepts Humanitarian Assistance and Recovery and Inclusive Entrepreneurship. We aim for disaster risk reduction, saving and restoring lives, building the resilience of communities, increasing economic inclusion and enhancing the social empowerment and protection of people affected by poverty, crisis and exclusion.



Collaboration between Countries

Dorcas Country Offices in East Africa will intensify their cross-border exchange, joint learning and sharing of expertise and technical support. Key thematic areas are climate change, youth employment and the capacity of community-based organisations. These themes are strongly linked to our sectoral expertise in Triple Nexus, social protection, FSL and WASH.

We will invest in research and documentation, sharing lessons learned and replicating successful models. We will support each other with expertise and capacities, especially in disaster response, writing quality proposals and



Collaboration in Middle East

Dorcas is active in Syria, Lebanon, Iraq, Yemen and Egypt. These countries share several contextual and cultural similarities. The dominant Arabic language plays an essential role in communicating ideas, knowledge, tools and experiences, shared resources, lessons learned, curricula and illustrative material in local languages. We share expertise and learn from real-life programmes implemented in similar contexts in the region.



Programmatic Priorities

Over the years, the Country Offices have gained significant regional expertise in humanitarian assistance and protection, child development, community-based approaches, and MHPSS. We advocate for women's rights to have access to protection platforms, social opportunities and basic needs. We have a strong and effective local presence in the field, which contributes to positioning Dorcas as an international organisation. Dorcas has a dynamic and capable team in the Middle East.



Collaboration between Countries

Dorcas Country Offices are active members of sector and cluster meetings in their respective countries. As MHPSS is a priority in our implementation, sharing expertise and resources on MHPSS in the Middle East region can help access funding opportunities, especially as the region has a diverse donor base. A shared programmatic focus will improve prospects. We will realise



resource mobilisation by connecting and partnering with specialised knowledge institutions, international donors and business to promote our programmes and complement plans.

Collaboration in Eastern Europe

Dorcas is active in Albania, Moldova, Romania and Ukraine. Three of these countries (Moldova, Romania and Ukraine) share borders and a history of being part of the “Soviet Block”, but Albania also has a lot in common with the other countries due to its own history. Commonalities include similar poverty issues, such as rural poverty, youth and female unemployment, lack of care for the elderly, and marginalisation of certain social groups – especially the Roma and people living with disabilities. The root causes are the lack of inclusive economic institutions, weak democracy/governance and justice systems, and the deterioration of protection and existing social and human capital.

Programmatic Priorities

The leading programme concepts for Dorcas’ work in Eastern Europe are Social Empowerment and Protection, and

Inclusive Entrepreneurship. Dorcas Eastern Europe’s response to the aforementioned root causes is to help build the systems needed through our Way of Working. We do this from the bottom up and mainly in local systems, with programmes aimed at social empowerment, protection and economic inclusion that are realised by building resilient communities and advocating for a just system.

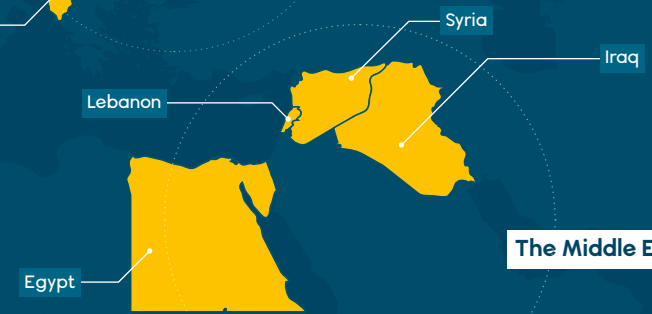
Collaboration between Countries

Dorcas is committed to developing a strong and visible regional profile (corporate position) in Eastern Europe, based on cross-border programming, learning and exchange, and joint resource and partnership development. Our work in the region will be based on research and data collection and the rich experience and knowledge of our Country Offices. We will upscale the successful models of developing community safety nets, and we will combine social empowerment with economic development. We are committed to exploring the regional opportunities in joint advocacy, pursuing funding opportunities, and mutually supporting each other.

Eastern Europe



The Middle East



East Africa





Our Partnerships



Achieving More Together

In this Strategic Period, we will continue to realise partnerships at different levels to enhance our resourcing and achieve greater impact through our programmes.

Types of Partnerships

Dorcas will intensify engagement in existing partnerships and engage in new relevant partnerships. For example, we will strengthen or form partnerships related to climate action, engaging the private sector and inclusion. Localisation is a key driver for us in developing partnerships. We form international, regional and country-level partnerships. Reasons for entering into a

partnership vary and are often a combination of programme implementation, resource mobilisation, knowledge sharing and positioning. The level of engagement differs from interdependent collaboration to looser cooperation or membership of a network. At the country level, Dorcas Country Offices play the role of Catalyst and ConnActor. They bring actors together to develop mutually beneficial multi-stakeholder partnerships for resource mobilisation, lobby and advocacy and programme implementation.

Different types of partnerships require different levels of commitment, agreement, capaci-

ties and investments. Strategic Partners of Dorcas are organisations we are closely aligned with and cooperate with at programmatic level. They bring in complementary expertise and invest tangible commitment in the partnership. With other partners we work during a specific project. These partnerships build on technical expertise and strategic funding possibilities of the project. Through these partnerships we can continue to increase scale and impact in joint programmes.

In our programmes we cooperate with different types of actors that implement (a part of) a project or a specific task in a project. Vital aspects of our approach are supporting communities to establish Community Based Organisations (CBOs) and our efforts to strengthen the capacities of local Non Governmental Organisations (NGOs), so that these become a robust and integral part of our interventions to realise sustainable change.

Successful collaborations with NGOs, the private sector, government, research institutes, and investors are built on committed relationships, trust and shared values. Partners need to respect the values of Dorcas and adhere to various compliance requirements and certification standards that Dorcas has committed itself to.

We will intensify our efforts in local resource and partnership development (LRPD), which has become part of our Country Offices' regular activities. Each country will make context-specific choices

based on a thorough assessment of what they will focus on in LRPD. Ample capacity will be made available to develop these choices.



Collaboration and Consortia

There is an increasing need to form consortia with a proven joint track record in order to obtain funding from larger institutional donors. We are developing this track record in collaboration with our partners so that we can become a more attractive partner for larger donors. We will invest resources in joint fundraising and joint lobby and advocacy activities to influence donor policies for these collaborations to be successful.

Effective collaboration, combined with a focus on high-quality proposals, will enable us to diversify our sources of income. This diversification will provide a more solid financial

basis and a stronger track record. Each country will develop a funding plan based on a donor mapping and match this with the Country Office's capacity and plans.

During the development of public-private partnerships, value chains and other multistakeholder partnerships, the advantages for impact and funding will be carefully weighed against the complexity of developing and implementing these programmes.



Localisation

Localising humanitarian response and development is a process of recognising, respecting and strengthening the leadership of local authorities and the capacity of local civil society in humanitarian action and development, with the aim to better address the needs of affected populations, connect to available assets and resources, and prepare national actors for future humanitarian responses and development. This also means an expansion of equitable partnerships between local and international humanitarian and development actors for enhanced planning, delivery and accountability (adapted definition OECD, and working definition DRA).



Community-based and Supporter-driven

Our Way to Mobilise Resources



Dorcas Movement in the Netherlands

The Dorcas movement in the Netherlands encompasses all people and organisations who support Dorcas in any capacity and with any activity. This is a “two-way street”. On the one hand, we need the Dorcas movement to deliver sustainable change in the lives of those in need; on the other hand, we facilitate all participants of the Dorcas movement to make the world a better place. Many of our supporters belong to a Dorcas community, a group of people who take concrete action in sympathy with our mission. Examples include a group of volunteers in a Dorcas shop, a group of individuals exploring fundraising activities, and youth of a Dorcas-minded church. In the Netherlands, we are a Catalyst and ConnActor in a community-based movement of supporters.

We will preferably work through Communities. We will provide the Dorcas communities with

well-defined products and services and with clear service level agreements. We will further professionalise Dorcas shops and their relationship with the International Office so that they operate as smoothly and effectively as possible. We intend to launch a couple of new shops each year, and we will innovate with additional pop-up sites, web shops and an auction. We will explore new types of Dorcas communities and ways of modernising existing communities, such as the Dorcas Food Campaign.

We will work with a Supporter-driven Attitude.

The supporter-driven attitude mentioned above towards our volunteers will also be applied to our donors. We will therefore boost our marketing techniques – in which online will play a dominant role – to optimise the service to each and every donor. Moreover, we will enrich our supporter services and relationship management to individuals, businesses and churches.

Our renewed sponsor product is expected to yield enthusiastic sponsors for both children and grannies. Finally, we will execute supporter surveys so that we know how to serve our donors best.

We will work with an Enterprising Mindset.

We will engage Dorcas communities to help expand our support base and to realise new social business initiatives that yield additional funding opportunities. We will also invest in existing and possible new collaborations with other organisations in the Netherlands, as we believe in a higher yield through dedicated collaboration.



Local Resource and Partnership Development (LRPD)

LRPD is a broad initiative and ranges from engaging the local community in programme design to assessments to private fundraising campaigns. We will further develop LRDP activities at the country levels. These activities include collaboration with local implementing partners, multistakeholder partnerships, private fundraising, and positioning the local office with local delegations of institutional donors and agencies. This focus on LRPD will enable local Dorcas Country Offices to become attractive and locally engaged partners.

We will create impact by bringing together different actors in communities to work on sustainable development and by providing support and protection for people who are marginalised. The programmes will be community-led and we will work in an asset-based manner. That means we seek local solutions and mobilise communities to contribute their own assets in time, in kind or in cash. The community safety nets we are developing to provide support for the elderly are an example of this way of working.

Where possible, we will connect local resource mobilisation in the countries we are active in with public awareness-raising in the Netherlands. For example, we will seek synergy between the Blue Bucket Campaign in our Eastern European countries and the Dorcas Food Campaign in the Netherlands, as both aim to raise support for marginalised people in the communities where we work.



Influencing Dutch and International Development Policies

We will expand our mobilisation, awareness-raising and engagement work to the general public and to Dutch and international policymakers by increasing our corporate lobby and advocacy efforts.

The voice of marginalised groups must be amplified in the humanitarian and development sector. These groups continue to be overlooked even though a basic premise of the SDGs is to ‘leave no one behind’. Policies and financial frameworks hardly consider the particular needs of marginalised groups, which effectively reinforces their marginalisation.

The increasing focus on cooperation with the private sector, value for money and efficiency make it increasingly difficult to include hard-to-reach target groups, which means they get left even further behind. Dorcas works with these groups. It therefore has a legitimate position to provide a platform for their voice towards Dutch and international policymakers and institutional, especially governmental, donors.

Furthermore, we will lobby for space for civil society actors and the relevance of faith-based actors in development and humanitarian support through key networks and with like-minded organisations.

Our Organisation and Culture



An Agile Catalyst and ConnActor



Dorcas is decentralising its activities and strengthening its central capacity to comply with external and internal quality standards. In this Strategic Period, we will transition towards an organisation where we work in a result-oriented, smooth and efficient way. We will further improve our quality system and processes to ensure an agile organisation. Our main challenge is striking a balance between quality (compliance) and flexibility (agile).



Development of the International Organisation

The current organisation design forms the basis. The Country Offices take the lead in implementing programmes and have autonomy within a set framework. The International Office supports the Country Offices, mobilises resources and coordinates Quality Management. Further adaptation of the structure will depend on what is necessary to facilitate our strategic ambitions.

We will focus on three programme concepts (see Chapter 5) to improve our impact and organise our Country Offices according to one of the following three modalities: self-implementing, co-implementing, expertise. The choice for a modality will depend on the type of programme, the context of the country, possibilities and type of funding, the added value of Dorcas, and the role and position of the local partners.



Human Resources (HR)

People are the most important and valuable assets for us to realise our mission. Therefore, we need to attract and retain committed, resilient and competent staff and volunteers. We are finalising the implementation of a new HR system, policies and processes, and we will continue to improve these.

Two specific HR themes merit particular attention: Corporate culture and the Development of staff and leadership. Due to decentralisation and professionalisation of Dorcas, we will give

specific attention to what this requires from our staff and leadership. Staff development is an important theme and we will develop and implement a leadership development programme. Professionalisation and decentralisation also influence the organisational culture. We will therefore work towards a well-defined and effective working culture that is anchored in our core values and facilitates professionalisation and decentralisation.



Quality Management

We have created a certified Quality Management System (QMS) and are currently creating our own integrated Quality Framework. These enable us to work together in a result-oriented, smooth and efficient way to deliver qualitative support to those in need. The QMS is ISO/Partos- and ECHO-certified and it also will be CHS-certified. The Quality Framework (QF) emphasises our own quality objectives, translated into concrete criteria connected to all relevant external standards. The Dorcas QF is therefore the assessment framework for audits. In this Strategic Period, we will implement this QF.



Information Technology (IT)

The main objective of IT for Dorcas is to enable agile cooperation and realise innovations in the work of project participants and supporters. We have taken major steps forward in the area of IT: new systems implemented, a new IT department established, and the scope of the IT department broadened to support the International Office, Country Offices and Dorcas shops in the Netherlands.

We will continue to maintain a modern, secure, accessible, and resilient IT infrastructure and work towards the same high level of support across the entire organisation. We will also enhance the access, usability and visualisation of data in a way that supports data-driven decision making and helps to improve the quality of our work.

Financial

Faithfully Forward

Our Financial Ambitions

Moving Forward

We intend to continue to expand our work further in the period 2022-2025. For example income is expected in all areas, especially shops, Companies and Social Enterprises. We also foresee a moderate growth in Government Subsidies and Charity Funding. Our Country Offices and partners will play an important role in this income growth, which will be strengthened by the opportunities Dorcas sees in Multi-Stakeholder Partnerships and Public-Private Partnerships.

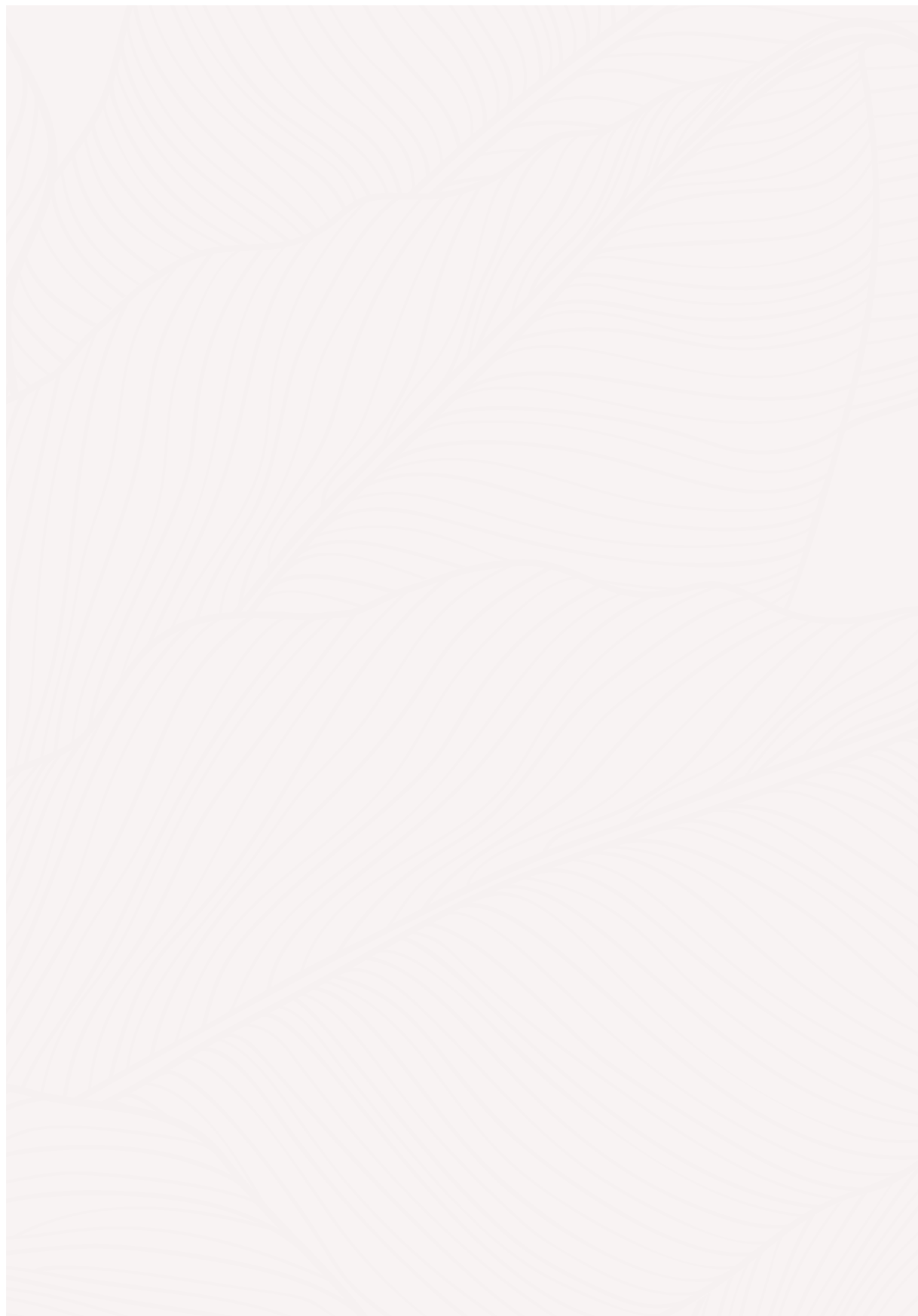
As the proportion of the total income used for Fundraising and Administration expenses is expected to remain about the same throughout the next strategic period, the extra income generated can be used to expand our programme portfolio. 'Balance' refers to a moderate growth of the continuation reserve. Due to the expansion of our project portfolio and the lessons learned from the COVID-19

pandemic, we have decided to increase our continuity reserve to about 5.5 million euros to protect the organisation against various possible risks.

Local resource mobilisation is increasingly important in programming. Also, investments in social impact enterprise development will gain a significant share in financing Inclusive entrepreneurship interventions. As these resources are administered directly by stakeholders, partners and investors, these are not part of the consolidated numbers but represent substantial contributions to sustainable programming.

Dorcas will optimise the structure of its Country Offices programmes in modalities as stated in the previous chapter. These modalities will be worked out and rolled out over the next four years. With this new structure, we will increase the financial sustainability and positioning of Dorcas by 2025.

Our Financial Ambitions (in millions of euros)	2022	2023	2024	2025
Available for our objectives				
Awareness	1.2	1.3	1.4	1.5
Humanitarian Assistance and Recovery				
Humanitarian Assistance	9.1	9.7	10.5	11.3
Recovery	6.0	6.5	7.0	7.5
Inclusive Entrepreneurship	6.6	7.1	7.7	8.2
Social Empowerment and Protection	3.4	3.7	4.0	4.2
	26.3	28.3	30.6	32.7
Expected income				
Private income	9.5	10.1	10.7	11.3
Income in exchange for delivery of products and/or services	4.6	5.2	5.8	6.6
Government subsidies	9.8	10.4	11.3	11.9
Other non-profit organisations	6.3	6.7	7.2	7.6
	30.2	32.4	35.0	37.4
Fundraising expenses	2.0	2.1	2.3	2.5
Management and administration expenses	1.4	1.5	1.6	1.7
Balance	0.5	0.5	0.5	0.5



We fight poverty, exclusion
and crisis. We empower
marginalised people and
communities to flourish.
This is how we follow
Jesus Christ.