

Dorcas *Annual Report*



2024
Driving
transformation

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Foreword

Driving transformation

Transformation is a journey that requires vision, collaboration and determination. At Dorcas, we are committed to driving transformation by equipping individuals and communities with the tools they need to shape their own futures. In 2024, we came alongside people in vulnerable situations to foster resilience, inclusion and sustainable change. This annual report reflects on the pathways we are developing to enable transformation, the challenges we navigate and the impact we achieve together.

True transformation happens when we work alongside communities to turn challenges into opportunities for a flourishing future. In Eastern Africa, communities come together to plan ahead, strengthening food security and creating new economic opportunities for families to thrive. In Eastern Europe, inclusive community structures are growing as community safety nets provide support to older people and those facing exclusion. And in the Middle East, we continue to invest in developing local expertise, ensuring that local people initiate and sustain change. Each of these efforts represents a pathway – turning aspirations into reality, mobilising resources for those in need, and fostering hope in places where it was once scarce.

Strong foundations underpin our work. Throughout 2024, we enhanced our relationships with donors and supporters. This resulted in marked growth in campaign revenue, external funding sources and strategic partnerships. We further strengthened our commitment to quality and impact by advancing our progress toward Core Humanitarian Standard certification. Looking to the future, we are exploring collaborative opportunities with other organisations that will enable us to extend our reach and deepen our impact in the communities we serve.

In all our endeavours, we draw inspiration from Romans 12:2 (NIV): “Do not conform to the pattern of this world, but be transformed by the renewing of your mind.” Transformation is a continuous journey that calls for faith, perseverance and courageous leadership. With gratitude for the unwavering support and dedication of our partners, staff and supporters, we enter 2025 prepared to embrace emerging opportunities for meaningful transformation.

Executive Board
Agnes Kroese, CEO
Peter Palsma, COO



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Farmers in Iraq protected their land from desertification by using Waterboxx technology to grow trees in arid conditions.



Dorcas Food Campaign introduced the "Pakkend Pakket" concept to improve longer-term food security and raised over € 804,000.

Progressed towards CHS certification, enhancing quality, accountability and integrity in our work.



Improved marketing activities led to a 36 per cent increase in campaign income.



Invested in staff by paying extra attention to well-being and staff development.



Hosted a conference on community safety nets to reinforce the value of this pioneering approach.



Developed a climate strategy to integrate climate adaptation and resilience into our programming and projects.

Highlights 2024



In South Sudan, women gained stronger voices in decision-making through our community-based initiatives.



Dorcas and Kom over en Help launched SharInvest to create sustainable social impact with SMEs in Eastern Europe.



Dorcas shops marked anniversaries, celebrating years of community impact and volunteer commitment.



Emergency campaign for Lebanon and Syria raised € 332,000 to provide urgent humanitarian assistance for displaced families.



Impact story

Transforming adversity into opportunity

For Olya, driving transformation meant turning loss into opportunity: she found new skills, renewed hope and a brighter future.

Olya (35) lived life to the fullest in Ukraine with a job, a family, and a home. She and her loved ones made plans, built dreams and felt secure until the escalation of the conflict in Ukraine shattered everything.

As bombs fell on her town, Olya and her family were forced to flee several times. Initially, they sought shelter with neighbours, but then that village became occupied. After three more weeks of hardship, they finally escaped and reached the safety of Transcarpathia in western Ukraine.

Although they were safe, they had lost everything. With no income and no sense of home, Olya had to rebuild her life from scratch. She joined a Dorcas programme that allowed her to learn new skills and connect with others. Through the programme, she discovered a passion for sewing and quickly

mastered the craft alongside other displaced women. They made hospital clothes and sleeping bags and repaired damaged clothing. This new activity gave Olya a sense of purpose and direction.

Her newfound skills became the foundation for a fresh start. With her sister Yana, Olya set up a sewing business offering clothing repairs and embroidery services. Their vision went beyond survival. They wanted to create employment opportunities for women in need and even provide childcare so mothers could work while pursuing their dreams.

Thanks to her perseverance and the support she received, Olya's life has been transformed. 'I believe in myself again. I've become more independent and dare to think about my family's future,' she says.

Olya is on a journey of transformation. She is one of over 500 people who acquired vocational skills through the Dorcas programme, and like Olya, more than 300 have secured jobs or started businesses. Her story demonstrates the power of perseverance to drive change and inspires others to rebuild their lives in the face of adversity.

Impact in numbers

What we change

The results presented are based on 86 per cent of indicators filled in our project cycle management system.



LTO = Long-term outcome

Where we change



How we change



*23 per cent project spending transferred directly to implementation partners.

**Including South-Sudan, end of year data on full-time equivalent.

**Full-year average on full-time equivalent.

We are Dorcas

Dorcas is a Christian organisation that provides humanitarian assistance and facilitates development cooperation. We invest in sustainable change in the lives of people who are marginalised. In the event of poverty, exclusion or a crisis, we create opportunities for them to flourish.

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.

What we do

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.

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.

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.

Strategic direction 2025

The Dorcas strategic ambitions for 2022-2025 spearhead our following priorities and concrete plans for 2025 (excluding monetary targets).

Focus on people who are marginalised:

- ▶ Develop positioning strategies and communication plans for country offices to increase our positioning among donors, partners, knowledge institutes and other stakeholders.
- ▶ Increase lobbying and advocacy activities at the country office level to support and achieve our goals for people who are marginalised.

Develop coherent and community-based programmes and regional strategies:

- ▶ Monitor compliance with programmatic quality commitments through project appraisal scoring in our project cycle management system.
- ▶ Revise the Way of Working in line with the programmatic direction of the Dorcas strategic plan 2026-2030 and integrate addressing climate challenges into this.

Increase the scale and effectiveness of our work:

- ▶ Implement the Dorcas climate strategy framework. This includes developing operational guidelines for integrating climate action into Dorcas programmes and implementing pilot projects to build a track record in addressing climate challenges.
- ▶ Improve the quality compliance monitoring of local implementing partners.
- ▶ Monitor the efficiency, effectiveness and timelines of projects with our new project cycle management system.
- ▶ Improve programmatic learning through lessons-learned processes to establish communities of practice and develop and pilot programmatic innovations.

Mobilise resources and engage communities:

- ▶ Improve sustainability and operations of Dorcas shops by structuring and professionalising the management structures while maintaining the entrepreneurial spirit that made them successful.
- ▶ Develop a strategy and future-proof business model for handling textiles and earning money from these.
- ▶ Continue to develop our private fundraising based on the fundraising strategy to grow private income and increase our donor base.
- ▶ Revise the volunteer policy and implement it across all volunteers.
- ▶ Build and maintain donor relationships and partnerships, both internationally and in-country, to secure new and/or long-term funding.

Become an agile catalyst and connActor:

- ▶ Develop the new Dorcas strategic plan 2026-2030 and set up reporting and monitoring structures to track the implementation of the strategy in the coming years.
- ▶ Develop an indicator framework for corporate social responsibility, with a specific focus on climate footprint, to measure and monitor the organisation's ambitions in this area.
- ▶ Integrate in-country HR processes in AFAS to support local HR.
- ▶ Achieve Core Humanitarian Standard certification through an external audit.





Part 1

Annual report

Dorcas drives transformation. We strengthen community-led initiatives, innovate in donor and partner engagement, and explore ways to maximise our impact. Read this section to learn how.

Impact

Dorcas drives meaningful change for individuals, communities and societies in many different ways. This annual report highlights some of them. For example, in Eastern Africa, our focus is making plans together to transform current challenges into future aspirations. In Eastern Europe, we mobilise communities to create safety nets for those in need. And in the Middle East, we build local expertise while ensuring communities lead sustainable change.

How we move towards change

Each project is linked to the long-term outcomes (LTOs) of the Dorcas results framework and their corresponding indicators. We also link each project with the impact statements in our Theory of Change. By doing this, we illustrate how our Way of Working contributes to change for individuals, communities and societies.

Long-term outcomes

Dorcas works with seven key long-term outcomes. These seven key LTOs were chosen based on their level of contribution to the six impact statements of flourishing people and communities and the degree of compatibility with Dorcas' fields of expertise.

Each programme of Dorcas should contribute to one or more of the seven key LTOs. Dorcas identified medium-term outcomes (MTOs) that represent preconditions to reaching these seven key LTOs. Progress of both is measured using specific, measurable, attainable, realistic and time-bound indicators.

LTO 1

Improved economic resilience

Economic resilience of livelihoods is about households' ability to smooth out shocks over time with savings, borrowing, and sharing risk.

LTO 2

Improved food security and climate resilience

All members of a household, at all times, have access to enough food for an active, healthy life. Households have adapted their livelihoods systems to the changing climatic conditions, being able to overcome longer periods of drought, floods or other negative consequences of climate change that affect their livelihood activities.

LTO 3

Empowered community members

People have a sense of autonomy and self-determination, enabling them to represent their interests in a responsible and self-determined way, acting on their own authority. People recognise and use their resources and chances to further both their own interests and those of the community.

LTO 4

Basic services are accessible to all people

In flourishing communities, all people have equal access to these basic services, including those in vulnerable and marginalised situations. In other words, access is inclusive. During conflict or disaster, basic services can also include food and necessary non-food items.

LTO 5

Community safety nets support people in vulnerable situations in the community

People who are marginalised due to poverty, exclusion or crisis are supported economically, spiritually, physically and emotionally through existing community structures.

LTO 6

Protection system in place for victims and people at risk of harm

With a protection system, we mean a set of methods, procedures and routines that are established to keep the most vulnerable groups in the community safe and provide support when people are harmed.

LTO 7

Government and institutions take into account advocacy messages, honouring the rights of their constituencies

Governments and institutions are convinced of the importance of doing right to all citizens, including people marginalised due to poverty, exclusion or crisis. Community and civil society groups formulate appropriate advocacy messages.

Eastern Africa

In Eastern Africa, Dorcas is present in Ethiopia, Kenya, Mozambique, South Sudan and Tanzania. In 2024 Dorcas and 22 implementation partners reached 233.863 people in 42 projects.

In South Sudan Dorcas works closely together with ZOA.

Organisations supporting our work in this region include:
Dutch Relief Alliance (DRA),
Foreign Commonwealth and Development Office (FCDO),
Stichting Pharos and
Gesellschaft für Internationale Zusammenarbeit (GIZ)



Illustrating our contribution to change in Eastern Africa

Making plans together

In Eastern Africa, making plans together is a powerful way to transform current challenges into future aspirations. One of the ways Dorcas does this is by using Participatory Integrated Planning (PIP) approach, which empowers smallholder farmers and their families to become responsible stewards of resilient farms. They do that by integrating planning with a vision that motivates them to change their reality – their farm, village and landscape. At the community level, PIP fosters sustainable and inclusive change through its core principles: empowerment, integration and collaboration.

Plans help people thrive

PIP has catalysed change in Mozambique by enhancing food security and strengthening economic resilience. Communities adopted climate-smart agricultural practices, leading to 20-30 per cent productivity increases compared to conventional methods. Innovative farmers in Tanzania’s Chemba District transformed their farming practices, with some seeing their maize yields double from 5 to 10 bags per acre. Sustainability was increased through rainwater harvesting techniques that provided irrigation water and boosted environmental resilience by restoring degraded land. PIP also contributed to improved land tenure rights for households in vulnerable situations, securing their future on the land they cultivate.

In Tanzania both integrated farm planning and clean cooking energy are crucial areas contributing to sustainable development and environmental conservation. In the Arusha region, traditional charcoal stoves create a lot of indoor air pollution that negatively impacts family health. Under the clean cooking programme, over 1,000 households switched to using solar-powered biomass cookers. This transition has a positive effect on the climate because fewer trees need to be felled for charcoal production.

There are more examples of approaches based on making plans. For example, community-based approaches in Ethiopia and Tanzania have created vital safety nets for older people and those facing crises. In South Sudan, gender equality initiatives enable women’s voices to be heard more in planning and decision-making processes. Cross-border collaboration between Kenya and Ethiopia helps to improve climate resilience, reduce conflicts and create jobs. While in Tanzania, villagers work together in savings and loan associations to create the financial support farmers need.

By making and effecting plans together, families and communities in Eastern Africa can thrive.



“PIP makes households more resilient by diversifying their farming activities and creating additional sources of income. It also engages youth in activities like poultry farming, making them active contributors to their households and communities. What I find beautiful about PIP is its focus on the entire family and quick scalability within communities.”

Peter de Hoogh,
Thematic Expert at Dorcas



“The knowledge I gained through a PIP training in three days is more beneficial than all the knowledge I gained at secondary school over four years.”

Mkapa Mathias
PIP participant in Tanzania



This report shows the resilience and empowerment of smallholder farmers in these regions as they face the challenges of climate change and land degradation.



“At Kenyan schools, children proudly showed me their growing trees, each one reflecting their dedication. These young caretakers aren’t just nurturing plants but building a more sustainable and resilient future.”



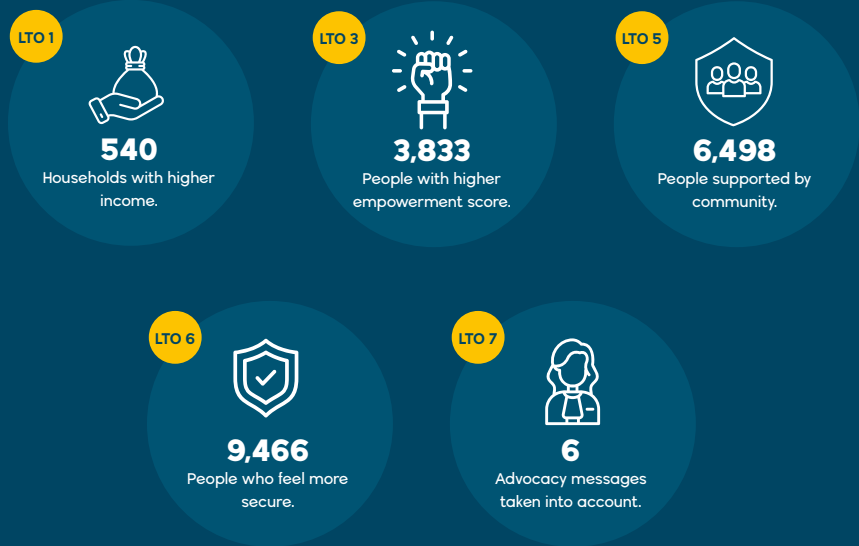
During my visit to the schools in Kenya, I witnessed something truly remarkable. The children proudly showcased their trees, their faces lighting up as they pointed out how tall they had grown.

Daniella Maroma
Thematic Expert at Dorcas

Eastern Europe

In Eastern Europe, Dorcas is present in Albania, Moldova, Romania and Ukraine. In 2024 Dorcas and 29 implementation partners reached 124,631 people in 38 projects.

Organisations supporting our work in this region include: Office for the Coordination of Humanitarian Affairs (OCHA) and Kom over en help.



"I have a large number of people to talk to now, and I feel like a human. I am back to normal."

Quote from a project participant.

"The project has reduced my need to ask people for assistance."

CSN project participant



"The Blue Bucket Campaign mobilises community members to deliver food parcels to vulnerable older households, enhancing social cohesion and support systems."

Attila Doray,
Country Director Dorcas
Romania

500 Transcarpathians and IDPs in Ukraine are learning new professions



Vasil and Renate from Ukraine have sufficient food and income to support their family.



Illustrating our contribution to change in Eastern Europe

Inclusive community structures

Community safety nets (CSNs) create a strong participatory support system for older people and groups in marginalised situations that complements existing government structures. This approach is at the core of Dorcas' vision and expertise and replaces traditional sponsorship programmes. Dorcas brings together and enables local stakeholders to create community-based and community-led support structures that help people care for themselves, participate in society or recover from poverty, exclusion or crisis. CSNs are tailored to the local situation and foster caring and resilient communities where everyone is valued and included.

Everyone benefits

CSNs have a clear impact on the participants and their local communities. They foster social inclusion, especially for groups in marginalised situations like older people, Roma communities and victims of human trafficking. Participants state that involvement in CSNs enhances their well-being by reducing loneliness, improving mental health, and providing material support. Where possible, participants' financial resilience is strengthened through income-generating programmes so they are less dependent on material support. At the community level, CSNs encourage collective responsibility, promote proactive problem-solving and support other community initiatives, such as school feeding programmes and social enterprises.

Making communities aware of marginalised people's needs is vital for the success of CSNs. A good example of this is the Blue Bucket Campaign in Eastern Europe. It mobilises communities, churches, NGOs and businesses to support households in vulnerable situations, particularly older people and low-income families. Food items are collected in blue buckets, and members of the community distribute these. The campaign does more than carefully meet basic needs. It sends a message of care and solidarity to the recipients, fosters a culture of empathy, and strengthens sustained contributions to local community safety nets.

Vital shifts in mindset

Dorcas continues to pioneer the CSN approach. Good practices are emerging, ways to use the approach for different groups are being sought, and we are exploring how to implement CSNs or other social and economic inclusion approaches in Lebanon, Kenya and South Sudan. CSNs do not fit the standard development approach of tangible results in a given timeframe. Instead, they gradually enable vital shifts in mindset that empower communities to use local resources to see, value and support their members in need.

Middle East

In the Middle East, Dorcas is present in Egypt, Iraq, Lebanon, Syria, Yemen. In 2024 Dorcas and 32 implementation partners reached 419,927 people in 49 projects.

Organisations supporting our work in this region include: Dutch Relief Alliance (DRA), UN World Food Programme (WFP), Expertise France and Peace Winds Japan.



Illustrating our contribution to change in the Middle East

Developing local expertise

Centre of excellence is a visionary approach first coined by Dorcas in Egypt. It enables successful models, such as farmer field and business schools, to be scaled up by civil society organisations in strong local partnerships. Dorcas acts as a catalyst, facilitator and connecting actor in this approach by building local expertise while ensuring that communities lead sustainable change. The centre of excellence approach drives innovative developments in agriculture, climate adaptation, and mental health and psychosocial support in communities across the Middle East.

Enabling approach

Effecting excellence in crisis situations is a challenge. In Lebanon and Syria, Dorcas works alongside local partners to strengthen existing institutions and services so that communities can continue to access vital resources and rebuild their livelihoods. We foster resilience through tailored initiatives – such as sustainable agriculture, solid waste management, and early recovery projects – that empower people to take charge of their futures even in difficult circumstances. Our enabling approach gives affected populations the opportunity to acquire the skills and networks they need to restore stability and self-reliance.

In Iraq, where desertification threatens agriculture, Waterboxx is a superb example of how Dorcas facilitates the scaling up of solutions. Waterboxx technology helps communities to plant trees in arid conditions. Farmers are trained in how to use this innovative water-saving method to promote agricultural sustainability. Our smart approach that integrates modern technology and local expertise is improving food security, increasing green cover and strengthening climate resilience.

Boosting resilience

Mental health and psychosocial support (MHPSS) are vital in regions affected by conflict. Dorcas has expanded MHPSS initiatives across the Middle East by translating global knowledge to the regional context. Local organisations and professionals are trained to provide culturally appropriate support that strengthens their expertise and boosts local resilience. These initiatives are improving access to mental healthcare for vulnerable populations, such as women and children.

The emerging centre of excellence approach strengthens local capacity, integrates innovative solutions and fosters sustainable change. By empowering communities and partners in this way, Dorcas creates resilient, self-sufficient societies that overcome challenges long after external support ends.



“We use the Waterboxx to replant forests and expand green areas throughout the country - even in areas where nobody thought it possible. This allows us to fight desertification and provide families with a livelihood.”

Mateen Saeed,
Dorcas Iraq



In times of distress and crisis, providing psychological first aid (PFA) is important. At our Dorcas community centre in Batroun, volunteers are trained to provide PFA to affected population staying in collective shelters.



Read more



“Dorcas provides urgent support to internally displaced persons. This includes psychological first aid and ongoing psychosocial support through community centres and schools.”

Najla Chahda,
Country Director Dorcas in Lebanon and Syria



Every single tree he planted survived, a remarkable feat made possible by the Waterboxx technique.



Read more



“Dorcas is a catalyst and connector in Egypt, ensuring a sustainable impact on disadvantaged communities. We achieve this by enhancing and scaling up successful models through local civil society organisations in targeted communities.”

Mona Wissa,
Country Director Dorcas in Egypt

Stakeholders



Dorcas expanded and consolidated relationships across our stakeholder network in 2024. Notable achievements included a significant growth in campaign income, Dorcas shop performance and external funding from institutional donors. Through policy influencing and active network participation, we also secured key policy changes that protected the use of the Dutch development aid budget and stopped the proposed reduction to tax-deductible charitable giving in the Netherlands.

2.1 Partners

The Dorcas Partnerships team further strengthened ties with long-standing partners that support our projects. Each partner or group of partners has a dedicated manager who actively fosters and manages the relationship. Dorcas regularly reviews partnerships and addresses any gaps observed. Thanks to our strong partnerships and high-quality project results, Dorcas is recognised as a trusted partner in the countries where we work.

Dorcas works with different types of partners and networks

Strategic partners are organisations closely aligned with Dorcas. We collaborate with them at the programmatic level in a country or across multiple countries. A good example is ZOA and our joint working organisation in South Sudan. Strategic partners invest tangible commitment in funding, time or other resources.

Implementation partners are local and national organisations responsible for or involved in project implementation throughout the full project cycle. They are essential to realise and sustain change. Dorcas deliberately partners with local and national partners, invests in their capacity and works alongside them.

Resource partners are institutions or organisations that financially donate to or invest in a project. Selected partners are listed in chapter 1. A complete list of resource partners is given in the comments on the income and expenditure statement on page 54.

"Dorcas's contributions to our project have been invaluable, delivering exceptional value for the investment made. This has resulted in tangible, positive impacts for thousands of community members."

Dr Bedru Muzein

Head of Component, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH



Dorcas appreciates and thanks all its partners, including those not specifically mentioned here.

"We try to find the right funding sources for various projects across our Dorcas office network and seek to establish long-term partnerships with our donors and partners."

Ferdinand Tuinstra

Manager Partnerships at Dorcas



Funding highlights

Dorcas acquired € 20.0 million of external funding from donors and resource partners in 2024, a significant increase compared to 2023. EU and UN-related agencies continue to provide a substantial part of the institutional funding. For example, UN OCHA provided almost € 6.1 million for projects implemented by Dorcas Ukraine. Institutional donors tend to fund activities related to humanitarian assistance, whereas private donors and foundations prefer development-orientated projects. The main external funding destinations are Lebanon, Syria and Ethiopia.

“We are very happy to work with Dorcas and truly appreciate our partnership. Together, we are helping to restore dignity to an important part of our society which is often forgotten.”

Ato Ayele Teketel
General Manager, AHISDO

“We have partnered with Dorcas since 2007. They have significantly contributed to our team’s capacity building and taught us the value of mobilising communities to empower marginalised groups.”

Rafik Wahba
Director, True Light Society



2.2 Networks

Active membership of networks enables Dorcas to increase the sustainable impact it achieves. Through the PRISMA, EU-CORD, Dutch Relief Alliance, Christian Platform Eastern Europe (CPOE), Partos and DCDD networks, we meet partners, learn from each other, exchange knowledge, and jointly lobby and advocate for change. In the Dutch Christian Emergency Relief Cluster (CNC-Christelijk Noodhulp Cluster), we work together with six other faith-based NGOs in humanitarian and emergency assistance efforts.



* Dutch Christian Emergency Relief Cluster is formed by Dorcas, EO Metterdaad, MAF, Help a Child, Tearfund, Woord en Daad and ZOA.

Dorcas appreciates and thanks all its networks, including those not specifically mentioned here.

“We actively partner with other organisations and engage in networks because this enables us to achieve more for those in need.”

Nico Smith
Thematic Expert



2.3 Individuals and communities

Dorcas has identified seven key stakeholders in its movement of individuals and communities: the general public (including shop customers), major private donors (including legacies), campaign volunteers, churches, businesses, private individuals, and online and offline supporter communities. We value each and every one of these stakeholders and continually work on improving our relationship with them.

Donor engagement

In 2024, Dorcas developed a new fundraising strategy to consolidate relationships with our community and boost our fundraising efforts. The starting point is confirming the relationship with our supporters and make them a suitable offer to become involved in the work of Dorcas. This strategy led to the optimisation of donation requests, improved preference management, and the creation of personalised donor journeys.

Our telemarketing concentrated more on recognising and appreciating long-term donor relationships. Database marketing allowed us to refine our outreach efforts to realise more effective social media campaigns and targeted advertising. These efforts enabled us to engage supporters in a relevant, timely and impactful manner. That led, for instance, to funding for the Water Power (Actie Waterkracht) campaign increasing from € 93,091 in 2023 to € 214,194 in 2024.



“Water is a basic human need. Everyone should have access to clean water. That is why I drank just water for a week to raise money for Dorcas.”

Linda Verkuil
Volunteer Water Power Campaign in 2024

We reinforced donor relationships by implementing personalised donor journeys with targeted communication strategies, such as regular updates via newsletters. The transition from the relations magazine *Hartslag* (last published in September 2024) to the new *Dorcas Magazine*, which will be launched in January 2025, reflects our supporters’ preferences and insights gained from research into our key audience profiles. Our online presence across all social media platforms also grew in 2024. The growth over 2024 resulted in an extra 300 (up 2.07 per cent) followers on Facebook, 218 (up 9.95 per cent) followers on Instagram and 1,344 (up 26.07 per cent) followers on LinkedIn.

Finally, we continued to expand and consolidate our partnerships with churches and businesses through tailored relationship management to ensure long-term collaboration and support for our work. For example, many new churches joined the Dorcas Food Campaign (*Dorcas Voedselactie*) in 2024.

Key milestones in 2024

Campaign income rose from € 1.1 million to over € 1.5 million in 2024 due to improved marketing and fundraising strategies. Our emergency relief campaign for Lebanon and Syria raised € 332,000, which was used to address urgent needs such as displaced individuals returning to Syria.

Sponsorship contributions rose from € 28 to € 32 per month to cover rising costs, and very few donors were lost due to this. We introduced the *Pakkend Pakket* concept within the Dorcas Food Campaign (*Dorcas Voedselactie*), which raised over € 804,000 to provide immediate food assistance and long-term food security solutions. Legacy contributions also rose, with 36 inheritances received and 34 new legacy pledges secured.

“Investing your own time and effort is a step further than simply donating money. We contribute to the work of Dorcas with creativity and passion - every creation makes a difference!”

Paula van Doornik
Participant handwerk atelier (handcraft community)



The fundraising improvement plan drove data and process innovations, such as data cleansing, new dashboards, process automation, and the development of supporter journeys and geo-marketing profiles. Meanwhile, our segmented direct marketing strategy with giving ladders increased response rates from 2.7 per cent to 7 per cent. We observed a slight decrease in numbers of both one-off gifts and periodic direct debits in 2024 compared to 2023. But there was an increase in euros in periodic direct debits in 2024 compared to 2023. In 2024, a total number of 55,893 one-off gift and 190,663 regular basis through periodic direct debits was received.

“Caring for those in need without expecting anything in return is immensely valuable. That’s why I’ve been committed to Dorcas for fifteen years - because caring for others knows no boundaries.”

Ilona van Wingerden
Dorcas volunteer



2.4 Shops

Volunteers, customers, private individuals, Dorcas staff and management, local communities, and partner organisations are all stakeholders in Dorcas shops.

Volunteer recruitment

Dorcas shops recruited volunteers through local community outreach, social media campaigns and volunteer referral programmes. We also worked with churches and other organisations to attract volunteers. Furthermore, many shops organised special recruitment activities, from celebration weeks with various events to targeted campaigns promoted through multiple media channels.

"At Dorcas shops, we're contributing to other people's lives. That gives me a sense of fulfilment. Even if just one euro from my work reaches someone in need, it was worth my time."

Sander Baan
Volunteer at a Dorcas shop



Team support

Building strong relationships with our shop teams remains a priority. Regular communication with our shop teams through newsletters and updates kept them informed about anniversaries, policy changes and key developments in 2024. Training programmes and appreciation events strengthened team cohesion, while shop managers benefited from dedicated support for relationship management, back office, finance, HR and IT. We gathered customer insights through regional meetings, surveys, and interviews. Finally, we ensured the transparent reporting of outcomes and their impact to all stakeholder groups.

Financial performance

In 2024, we operated 44 Dorcas shops and achieved a preliminary net result of € 7.2 million. Total sales reached € 12.2 million, reflecting a 9 per cent increase from 2023. The number of transactions grew by 7 per cent to 1.5 million, with 5.4 million items sold, also up by 7 per cent compared to the previous year. This growth is attributed to overall market expansion. The number of active volunteers rose to 3,977 in 2024.

"2024 was a fantastic year for us across the board: more sales, happier customers and more engaged volunteers resulted in more income for people in need. That's our ultimate goal!"

Wim Junte
Manager Shops and Textiles



2.5 Policy influencing

Dorcas further intensified its lobby activities, achieving various valuable results in 2024.

Dorcas advocated for a cap on the costs of asylum reception in the Netherlands paid for by the 'Official Development Assistance' (ODA) budget. The government has capped these costs at 10 per cent of the total ODA budget, which means any additional costs must now be paid from another budget.

Together with the *ChristenUnie* political party and the Dutch umbrella organisation for charitable causes, *Goede Doelen Nederland*, we managed to stop the Dutch government's plans to reduce the tax deduction for gifts to charities registered in the Netherlands. The government initially wanted to lower the tax deduction on charitable gifts for individuals and companies, which would have made it less attractive to donate to organisations like Dorcas.

Over the year, we lobbied extensively to protect the humanitarian budget in the coming years. Humanitarian assistance remains a priority in the new development cooperation policy of the Netherlands. In 2024, that decision seemed likely but remained uncertain. However, in 2025, the decision was formally finalised for the years ahead, ensuring the humanitarian budget will remain fully protected under the government's new policy.

Lastly, in a joint lobbying action with many other Dutch Christian NGOs, we succeeded in keeping the finances for humanitarian and development assistance to Ukraine outside of the regular ODA budget. This has two huge advantages. Firstly, more money is now available for other crises as Ukraine does not 'compete' with these funds. Secondly, financial support for Ukraine remains flexible.

Dorcas communities 2024



Communication channels 2024





Impact story

Collecting stamps for a good cause

Bert and Tineke Boxma have been stamp collectors for 60 years! But for the past two years, they have used their hobby to collect stamps and coins for Dorcas, raising thousands of euros per year.

Bert (75): “We really enjoy collecting stamps, and now we do it for a good cause.”

Bert and Tineke (75) are members of three stamp clubs and spend several evenings a week on their hobby. Tineke: “Ninety per cent of the stamps we see are worth nothing and were just used for postage. Stamps are most valuable when they are unused, with the gum still on them. In other words, when they are not licked, glued or stamped. For example, I once saw a beautiful book in a Dorcas shop with stamps from the Olympic Games, but they were glued in and so sadly worthless.” So, the money for Dorcas mainly

comes from existing collections, such as those of former collectors who are getting rid of their albums or collections from inheritances. These are the stamps that regularly end up in the Dorcas shops.

Dorcas shops

The shops collect the stamps and send them to the office in Almere. Bert and Tineke also have some regular sources. “There is a church in IJmuiden that meticulously collects stamps for us, and when we go there, we always get a nice cup of coffee and a fish treat. The stamp club in Bussum also faithfully donates stamps to Dorcas”, states Tineke.

Collections worth anything are sold at auction, raising several thousands of euros each year for Dorcas. Bert: “Last year was great; we collected € 9,000. An inheritance of sixty banana boxes made the difference.

I went to Apeldoorn six times to collect them, and it was well worth the effort”, he says with a broad smile.

“With the support of Dorcas, I was able to start my own bakery and apply what I learned during the business course. Now, I’m not only building a sustainable business, but also driving long-term change for myself and my family.”

Roxhersa

Project participant in Korça, Albania



Organisation



Dorcas works in a result-oriented, smooth and efficient manner so that we can be of added value to the project participants, communities, partners, stakeholders, donors and supporters we work and collaborate with. We want to be known as a trustworthy and expert organisation, able to do what we say, report what we do, and act with agility while maintaining quality. This chapter describes key organisational developments in 2024.

3.1 Development of the organisation

In 2024, we continued to strengthen the organisation. Key organisational developments were:

- ▶ **Leadership development programme:** This was continued and expanded into a separate leadership development programme for middle management at country offices. The Eastern Europe and Middle East regions have started this track, and Africa will follow in early 2025. The programme will strengthen leadership capabilities throughout the organisation.
- ▶ **Core Humanitarian Standard (CHS):** We continued our improvement journey to prepare for the CHS certification audit in 2025. Our focus was strengthening accountability and integrity in our country programmes and further integrating quality management in our processes, systems and daily operations.
- ▶ **Project cycle management (PCM):** The process and system underwent a major revision to make it more user-friendly and embed all relevant quality requirements, particularly in the areas of accountability, inclusion and environment.
- ▶ **Strategic plan 2026-2030:** We started developing this plan through internal discussions and by developing strategies for country offices and the overall organisation. This also included the pathway for decentralisation and localisation to ensure our country offices are fit for the future. The strategic plan will be finalised in 2025.
- ▶ **Phasing out Dorcas in Mozambique:** Preparations were made to phase Dorcas out of Mozambique. The local NGO 'Mãos Unidas' (United Hands) was established in the beginning of 2025. It will take over the activities of Dorcas, with a special

focus on smaller but effective initiatives. Dorcas will continue to cooperate with Mãos Unidas in 2025 to ensure a successful transition.

- ▶ **Potential merger with Help a Child (*Red een Kind*):** Dorcas and Help a Child have been strong partners for many years. They have shared Christian values and a similar focus on people in vulnerable situations. By merging, the two organisations could achieve even greater impact together. A preliminary study of the feasibility and potential benefits of a merger was completed in 2024. Further steps and decision-making about the potential merger will take place in 2025.

3.2 Quality management and compliance

Dorcas is committed to quality and continuous improvement to ensure we deliver impact for those in need. We therefore adhere to several standards:

- ▶ ISO 9001:2015 / Partos 9001:2015 (version 2018) quality standard for management systems. Dorcas was recertified in 2023 and is audited annually.
- ▶ Dorcas is recognised by the *Centraal Bureau Fondsenwerving* (CBF, the Dutch Central Fundraising Bureau) for complying with regulations for charitable organisations that cover fundraising and accountability to the general public. Dorcas was recertified in 2020 and is annually reviewed. The CBF 'Recognition Passport' is available at www.cbf.nl/organisatie/dorcas.
- ▶ Dorcas holds ECHO certification (previously known as the Framework Partnership Agreement with the European Commission).
- ▶ Dorcas is independently verified against the Core Humanitarian Standard for Quality and Accountability (CHS).

Other international standards that Dorcas complies with include the Code of Conduct for the International Red Cross and Red Crescent Movement, the EU-CORD Quality Declaration and the policy for Protection against Sexual Exploitation and Abuse (PSEA).

We also adhere to certain conditions laid out by two Dutch regulatory organisations:

- ▶ *Raad voor de Jaarverslaggeving* – An advisory body that exists to improve the quality of annual reporting of non-listed organisations and companies in the Netherlands. Dorcas is audited once a year, and the annual report is certified by a registered *Raad voor de Jaarverslaggeving* accountant.
- ▶ *Goede Doelen Nederland* – A non-profit association that provides advocacy, knowledge development, and services to large and small charities. Dorcas is not a member of *Goede Doelen Nederland* but applies two of its recommendations in our work – *Richtlijn Financieel Beheer* (guideline financial management) and the *Toewijzing van kosten voor beheer en administratie* (allocation of costs for management and administration).



“At Dorcas, we continuously improve our policies, systems, people and practices to achieve even more impact for those in need. After a three-year improvement journey, we hope to achieve Core Humanitarian Standard (CHS) certification in 2025.”

Gerben de Witte
Quality Manager

3.3 Risk management

Our periodic risk assessment maps out potential risks and how these are likely to impact our operations. We carefully estimate and score (probability x impact) our risks and adopt appropriate mitigating measures to reduce their impact on our organisation. The business controller supervises and periodically updates the risk monitor and regularly reviews actions to strengthen mitigating measures. The five highest-scoring risks (score out of 25 per risk) are:

Risks	Mitigating measures
Staff and volunteers getting physically or mentally hurt when executing their tasks (16)	<ul style="list-style-type: none">▶ Safety and security policy, including regulations for travel in foreign countries.▶ Offices have updated safety and security plans.▶ Safety and security training, advice and support by a safety and security expert.▶ Annual risk inventory and evaluations at the international office, Dorcas shops and groups.▶ Staff well-being policies.
Negative publicity (15)	<ul style="list-style-type: none">▶ Monitor the media to be alert for negative publicity.▶ Guidelines and procedures for handling negative publicity.▶ Staff involved in crisis communication are properly trained.▶ Working and accessible feedback and complaint mechanism.
Irregularities at shops leading to lower income and less involvement of volunteers (12)	<ul style="list-style-type: none">▶ Maintain and consolidate relationships between Dorcas shops and Dorcas international office.▶ Effective training of shop treasurers in financial management procedures so that shops are well-informed and up-to-date.▶ Prevent financial fraud or handling in stores by means of a clear financial policy.
Significant decrease in access to external income (9)	<ul style="list-style-type: none">▶ Projects financed by external donors will not begin until external funding is secured.▶ Having a plan for dealing with a decrease in income (scenario planning).▶ Country office staff contracts are mainly limited.▶ Continuous monitoring of external funding options and project portfolio requirements of country offices.
Insufficient expertise at the IO or a CO to execute the work (9)	<ul style="list-style-type: none">▶ Be an attractive employer and have the right image in the labour market.▶ Good recruitment procedures and analysis of other possibilities for recruitment.▶ Employee value proposition project.▶ Benchmark salaries regularly.▶ Backup for stand-alone functions by keeping a list of candidates for backup.▶ Invest in training and development programmes to improve our staff's skills.



One risk materialised in 2024. Unfortunately, one Dorcas shop had to close due to differences in vision between Dorcas and a shop board. The impact of this was managed without a substantial detrimental effect on Dorcas. At the same time, we also observe a decrease in the scoring of shop-related risks due to improvement actions implemented in 2024, such as strengthening the management of shops.

Other risks have increased due to external developments, such as the challenging job market that makes it harder to attract and retain the right expertise, and the political climate that influences the availability of resources. These risks have not substantially materialised yet, but we actively monitor them.

3.4 Corporate social responsibility

In 2024, we advanced our corporate social responsibility (CSR) commitments across people, peace, planet and partnerships. Our improved green travel policy now strictly limits European flights – we no longer fly within Western Europe and evaluate train options for Eastern European travel. We encourage direct flights over connections for longer international trips, even if this means departing from Brussels or Frankfurt.

We implemented our CSR sustainable operations guide at the international office, with specific action lists for each department to assess choices and impact. We increased the effectiveness of our energy use through sensor-based lighting and limiting office space use during quieter periods. We improved resource management by distributing perishable goods rather than disposing of them, reducing the use of printed materials and decommissioning one office printer.

Our country offices completed CSR self-assessments, which led to tailored improvement plans for 2025. In our communications, we reduced the Dorcas magazine to two issues annually instead of three and cut circulation from 60,000 to 40,000 copies through targeted distribution. The magazine now uses more environmentally friendly paper, further reducing our environmental impact.

“Dorcas wants to achieve maximum impact in people's lives while limiting our ecological footprint. We call that creation care - caring for people and planet. Doing this contributes to mitigating the consequences of climate change in our target countries.”

Judith Sleurink - Riet
CSR Advisor



3.5 Integrity

Integrity is a fundamental value for Dorcas, which is shaped by context and circumstances. We often encounter complexities, grey areas, and ethical dilemmas where the right course of action is not always immediately clear. Navigating the way ahead requires us to engage in open discussions and reflect on the challenges we face through the lens of our Code of Conduct.

In 2024, we took action to embed our integrity framework deeply in our organisational culture and in how we work to serve communities. We prioritised cultivating a culture of openness, where feedback and complaints are encouraged and recognised as valuable learning opportunities. Employees and volunteers were made more aware of the available channels for sharing feedback and complaints, which is particularly crucial for those who work directly with vulnerable people. Regardless of their role, everyone within or around our organisation must have access to clear, safe and effective mechanisms for reporting concerns.

Furthermore, we continued to invest in developing capacity at our country offices by providing refresher training for our Integrity Focal Points. Through these, we ensure integrity stays at the core of our daily work by



"Integrity isn't just a policy; it's the foundation of everything we do. I've seen how integrity helps us navigate challenges and maintain respect and trust across all levels of the organisation."

Shammah Kiputu
Programme Manager and Integrity
Focal Point Tanzania

creating a culture of accountability and ethical behaviour in our operations.

Lastly, we further strengthened the feedback and complaint mechanisms at the project level and in the communities where we work to ensure all project participants can access safe channels for feedback and complaints. These are not just intended for matters related to integrity but also for how participants experience Dorcas programmes.

Integrity-related complaints received in 2024 are summarised in the table below. We received no complaints related to sexual exploitation and abuse (SEA).

Origin	Number of integrity-related complaints	Key subjects
International office	0	
Country offices	5	<ul style="list-style-type: none">Interpersonal behaviour.Conflict escalation between employees.Performance issues.
Shops	1	<ul style="list-style-type: none">Conflicts between shop management and volunteers, and between volunteers themselves.



3.6 Governance

Dorcas Aid International is a Dutch foundation (*stichting*) registered as a Relief and Development Agency in the Netherlands. Annex A describes our governance and organisational structure. Annex B provides a full list of all Executive Board and Supervisory Board members and their (additional) positions. Our organisational structure is shown in the chart below.

Dorcas has a structured and moderate remuneration policy (in the Netherlands the remuneration is based

on the salary structure of the 'CAO Sociaal Werk'). The Supervisory Board sets the remuneration policy, the level of directors' salaries and the level of other remuneration components and is also responsible for setting management salaries and setting the level of fringe benefits. More information and details can be found on page 62.

Dorcas has a clear division between executive and managerial responsibilities and supervisory duties. An external Supervisory Board (SB) monitors our organisational activities.

In 2024, the SB discussed the following topics:

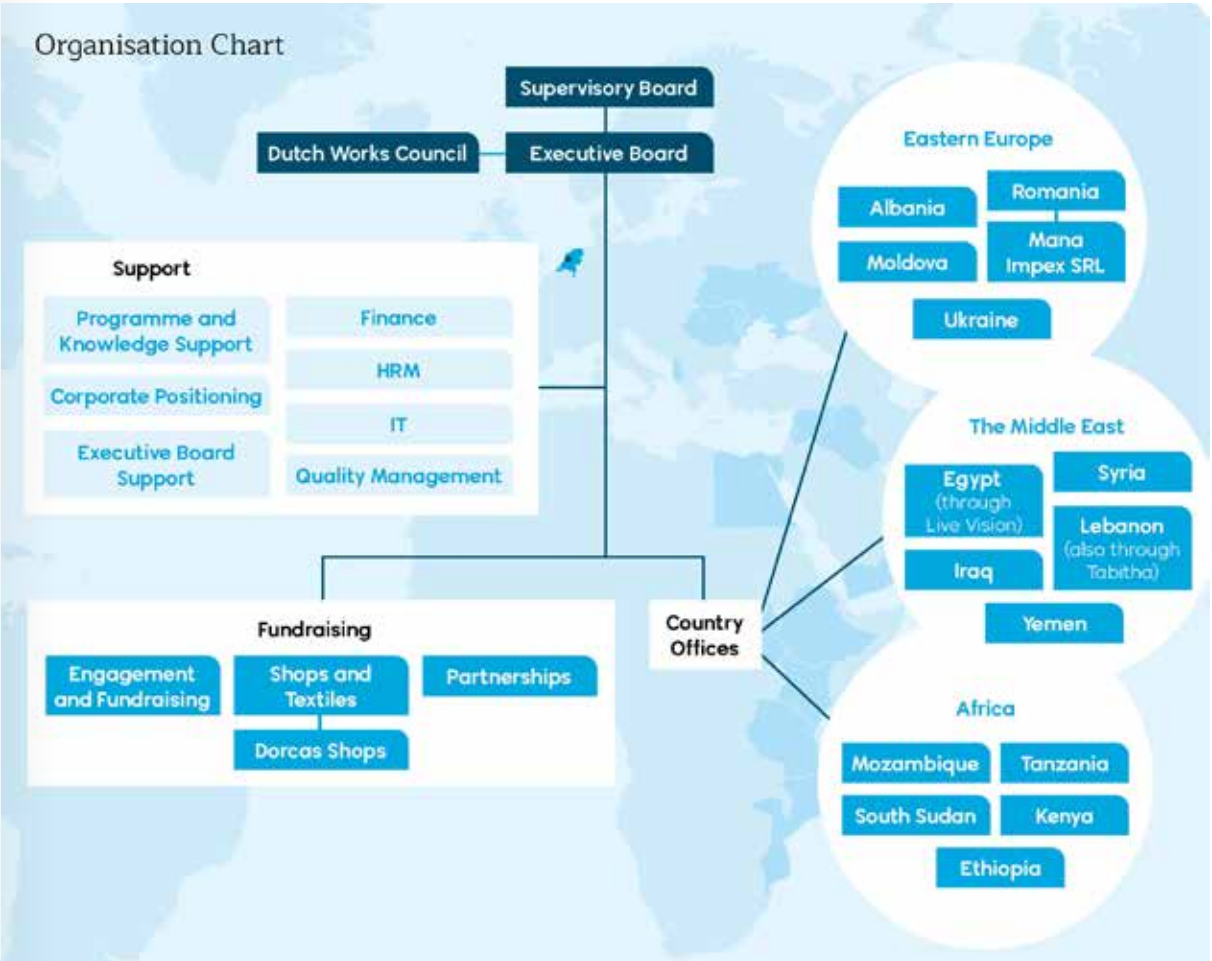
- Planning and control: the 2023 annual report, auditor's report and compliance, financial progress reports, and the 2025 annual plan and budget.
- Process and research into a possible merger between Dorcas and Help a Child (*Red een Kind*).
- Dorcas strategy towards 2030.

"Our focus is a more entrepreneurial Dorcas: Strengthened Dorcas shop activities with engaged volunteers and offering a vibrant platform to committed entrepreneurs who want to support and develop entrepreneurship in countries where Dorcas is active."

Jan van der Linden
Chair Supervisory Board



- Research and strategy development for Engagement and Fundraising in the Netherlands and Dorcas Shops and Textile.
- Developments and highlights of Dorcas country offices.
- Integrity policy and the role of the Supervisory Board in this.
- Corporate positioning and branding of Dorcas.
- Orientation on 'Impact Investment'.



An overview of relations between Dorcas and Dorcas-related entities is provided in annex A.

Income and expenditure

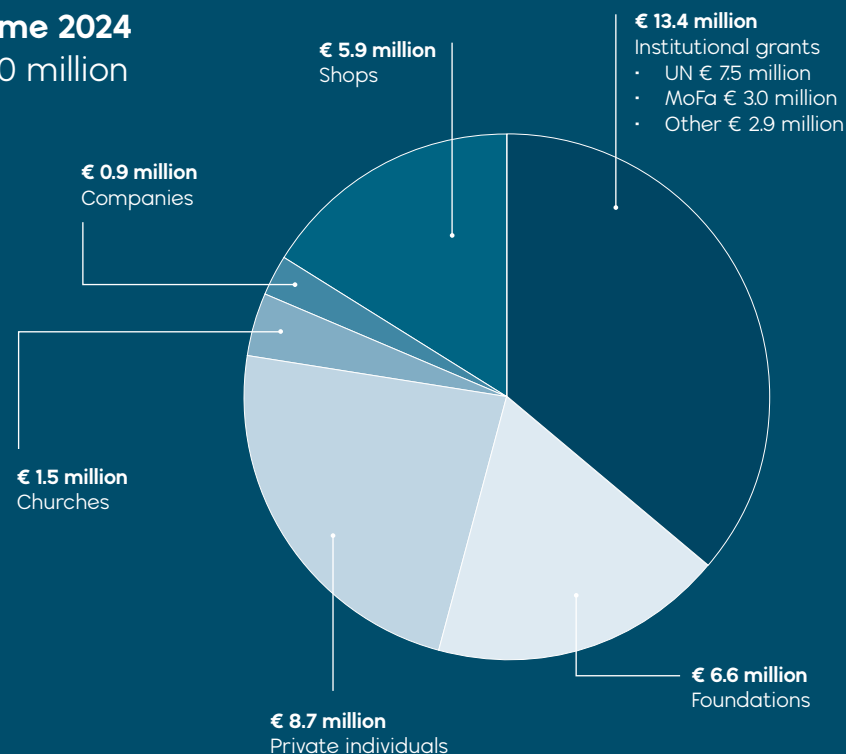
In this version of our Annual Report 2024, we present a concise overview and explanation of our income and expenditure. The full financial statements, including the auditor's report, are available in part 2 annual accounts of the report.

Income

In 2024, Dorcas recorded a total income of € 37.0 million. This achievement reflects the continued generosity and trust of our supporters, including private individuals, churches, businesses, government grants and other non-

profit organisations. Our 44 Dorcas shops also remained a vital and consistent contributor to our overall income, underlining their ongoing relevance within our funding landscape. For a comprehensive overview, please refer to the full statement of income and expenditure on page 39.

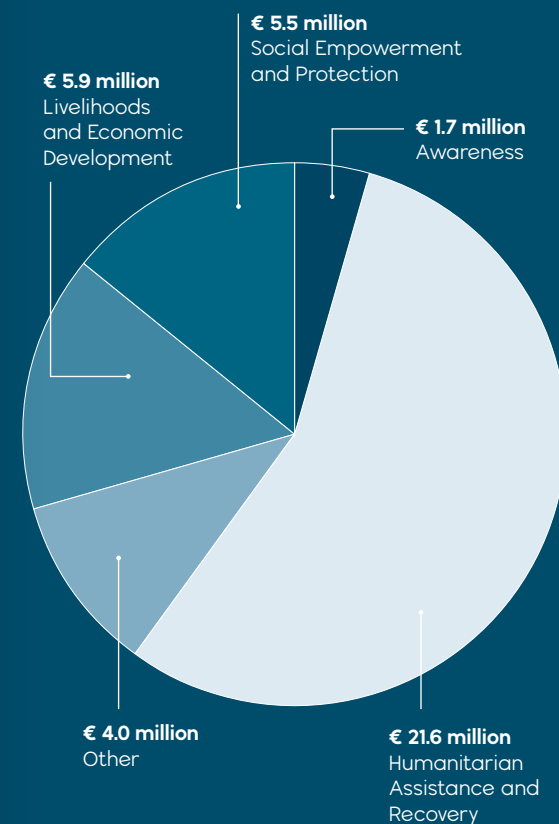
Income 2024 € 37.0 million



Expenditures

Expenditure devoted to our charitable objectives totalled € 38.7 million. Reflecting the growing urgency of humanitarian crises, the largest portion of our expenditure was directed towards Humanitarian Assistance and Recovery projects. Additional expenditure was directed towards initiatives focused on projects related to Livelihoods and Economic Development and Social Empowerment and Protection. As a result of the focus on humanitarian assistance in Syria and Ukraine during 2023, certain projects were postponed, with corresponding expenditures carried over into 2024. Expenditure was also allocated to awareness-raising and advocacy efforts. The remaining expenditure was allocated to fundraising activities and the essential costs of management and financial income and expenditures. The figures presented includes both direct and essential indirect expenditures. For a comprehensive overview, please refer to the full statement of income and expenditure on page 39.

Expenditures 2024 € 38.7 million (total expenses)



Stable financial performance

The year 2024 was characterised by solid and balanced financial performance. Our ability to attract and sustain diverse income streams – ranging from grassroots donations and shop sales to major institutional grants – enabled us to maintain stability in a dynamic external environment. This financial resilience was further strengthened through targeted investments in our fundraising strategy. We focused on refining data management, enhancing supporter journeys and optimising outreach efforts. These steps will contribute to greater operational efficiency and enhance the impact of our work—enabling us to reach more people in need, both now and in the years to come.

Looking ahead

In 2025, Dorcas will continue to invest in a financial foundation that enable us to drive transformation in the lives of those we support. Financial resilience remains a priority. We will further strengthen our fundraising systems, deepen partnerships with institutional donors and private supporters, and ensure that all resources are mobilised and managed with efficiency and transparency.

A significant increase in total income is expected in 2025, primarily driven by higher government subsidies and increased contributions from private individuals. Income from Dorcas shops is also projected to grow. In line with these developments, expenditure on Dorcas' key objectives will rise, with the most substantial growth foreseen in Humanitarian Assistance and Recovery. In addition, greater emphasis will be placed on Climate Adaptation and Resilience, reflecting the growing urgency of addressing climate-related challenges in our programme areas.

Our commitment to integrity and accountability remains central to all we do. In 2025, we aim to complete our Core Humanitarian Standard certification process—a key milestone that will affirm our dedication to impact, delivered with care, quality, and consistency.

These approaches will not only ensure greater operational efficiency but also expand the reach and effectiveness of our work—enabling us to deliver meaningful and lasting impact, now and in the future.



Part 2

Annual accounts

This section presents the annual financial accounts, detailing the balance sheet, income statement, and accompanying notes for 2024. These accounts underpin our strategic investments and sustainable financial growth that enabled us to drive transformation throughout this year.

Consolidated balance sheet as of 31 december 2024 (In euros)

Assets	December 31st 2024	December 31st 2023
Fixed assets		
Intangible fixed assets (B0)	600,764	649,634
Material fixed assets (B1)	2,832,293	3,105,827
Financial fixed assets (B2)	322,953	435,950
	3,756,010	4,191,411
Current assets		
Stocks (B3)	18,880	22,413
Receivables (B4)	5,290,144	5,344,260
Liquid assets (B5)	13,890,277	15,251,336
	19,199,301	20,618,009
Total	22,955,311	24,809,420
Equity and liabilities		
Reserves and funds (B6)		
RESERVES		
Designated reserve financing assets**	3,543,048	3,818,474
Project allocation reserve	1,382,110	1,381,478
Continuity reserve**	5,871,020	5,341,281
	10,796,178	10,541,233
FUNDS		
Designated funds projects	5,287,661	6,873,451
	16,083,839	17,414,684
Provisions		
Provisions (B7)	85,380	87,500
Liabilities		
Long-term liabilities (B8)	217,682	378,540
Short-term liabilities (B9)	6,568,410	6,928,696
Total	22,955,311	24,809,420

** As a result of a change in the presentation of long-term receivables group companies from receivables to financial fixed assets in 2024, the comparative figures for 2023 have been restated accordingly.

Consolidated statement of income and expenditures 2024 (In euros)

	2024	Budget 2024	2023
Income			
Private individuals (S1)	8,652,486	8,800,000	10,073,195
Companies (S2)	903,685	1,400,000	1,297,901
Government grants (S3)	13,407,728	10,900,000	13,458,049
Affiliated non-profit organisations (S4)	130,000	75,000	125,000
Other non-profit organisations (S5)	8,027,626	7,500,000	9,269,222
Total income raised	31,121,525	28,675,000	34,223,367
Income in exchange for delivery of products and/or services (S6)	5,907,364	5,676,088	5,538,079
Total income	37,028,889	34,351,088	39,761,446
Expenses			
SPENT ON OBJECTIVES (S7)			
Awareness	1,733,165	1,653,212	1,635,235
Humanitarian Assistance and Recovery	21,606,301	19,072,286	21,965,329
Livelihoods and Economic Development**	5,853,838	6,312,937	5,313,465
Social Empowerment and Protection	5,520,996	6,258,410	4,608,276
	34,714,300	33,296,845	33,522,305
FUNDRAISING EXPENSES (S8)	2,513,600	2,460,353	2,426,573
MANAGEMENT AND ADMINISTRATION EXPENSES (S9)	1,513,966	1,466,917	1,431,351
Total expenses	38,741,866	37,224,115	37,380,229
BALANCE OF INCOME AND EXPENSES	-1,712,977	-2,873,027	2,381,218
Financial income and expenses (S10)	382,118	67,500	-238,578
Surplus (deficit)	-1,330,859	-2,805,527	2,142,640
Result appropriation 2024			
ADDED TO/WITHDRAWN FROM			
Designated reserve financing assets			-275,426
Continuity reserve			529,725
Project allocation reserve			632
Designated funds projects			-1,585,790
			-1,330,859

** In 2024 Dorcas adjusted the name of the objective from Inclusive Entrepreneurship (IE) to Livelihoods and Economic Development (LED).

Attribution of Costs

Attribution	Objectives				Expenses		Totals		
Expenses	Awareness	HAR	LED	SEP	Fundraising	Man.& administr.	Total 2024	Budget 2024	Total 2023
Direct project spending cash and goods	-	18,608,293	4,619,251	4,230,892	-	-	27,458,437	26,283,700	26,534,680
Salaries	644,546	1,392,491	543,001	561,749	902,136	641,779	4,685,703	5,031,661	4,507,647
Social insurance	143,168	208,980	98,405	105,316	195,098	133,710	884,676	832,971	789,297
Pension	94,414	123,078	61,632	66,593	127,883	86,878	560,479	579,599	502,178
Other staff expenses	372,640	608,425	270,404	286,627	511,203	353,708	2,403,007	1,781,223	2,051,017
Communica-tion	181,109	42,401	15,040	14,529	362,219	3,611	618,909	634,473	683,168
Accomodation	44,715	161,473	52,030	51,555	66,004	50,241	426,018	332,293	430,360
Logistics/ warehouse	1,018	12,892	3,224	2,961	1,988	1,956	24,039	20,812	11,310
Office and general	176,817	306,866	132,329	139,529	243,522	169,435	1,168,498	1,206,075	1,236,292
Depreciation	74,737	141,402	58,521	61,245	103,548	72,647	512,100	521,308	634,281
Totals	1,733,165	21,606,301	5,853,838	5,520,996	2,513,600	1,513,966	38,741,866	37,224,115	37,380,229

	2024	2023	Dorcas norm
Spent on objectives as a percentage of total income	93.7%	84.3%	>85%
Spent on objectives as a percentage of total costs	89.6%	89.7%	>85%
Fundraising expenses as a percentage of total income raised	8.1%	7.1%	<10%
Management and administration expenses as a percentage of total costs	3.9%	3.8%	4%

In 2024 Dorcas spent more on Humanitarian Assistance and Recovery and Livelihoods and Economic Development projects, funded by the successful fundraising campaigns of 2023. Due to the focus on emergency aid for Syria and Ukraine in 2023, certain projects were postponed, with expenditures taking place in 2024. As a result, designated funds 2024 have decreased, which is reflected in an increase in the ratio ‘Spent on objectives as a percentage of total income’. In 2024, fundraising costs increased due to targeted

investments in optimising and further developing the fundraising strategy and related processes. The focus was, among other things, on data analysis and evaluation, aiming to enhance the effectiveness and efficiency of fundraising in the short and long term.

General notes

Consolidation

In most cases, Dorcas country offices are branch offices; they are legally and financially part of Stichting Dorcas Aid International. The financial figures of the country offices are therefore integrated into this annual report.

Dorcas Romania, Dorcas Egypt and Tabitha for Relief and Development (Lebanon) are independent organisations with their own boards. However, due to defining influence or agreements, Dorcas has a say on the governing and policy of these organisations. Consequently, the financial information of these country offices has also been consolidated in this annual report.

Dorcas Romania has a subsidiary in a Romanian limited liability company, SC Mana Impex SRL. This company imports second-hand clothing which it buys from Dorcas in the Netherlands, to sell in second-hand wholesale and retail markets in Romania. Dorcas Romania uses the profit made from these activities to finance its projects. This Romanian limited liability company, SC Mana Impex SRL. has been consolidated into the annual accounts since 2018.

Stichting Dorcas Aid International has signed a charter agreement with Dorcas Aid America Inc., an American 501c3 organisation. In this it was agreed that the American organisation could use the name ‘Dorcas’ and its branding to raise funds in the USA for Dorcas

projects worldwide. Furthermore, within the parameters of responsibility and autonomy of a 501c3 organisation, Dorcas USA is part of the Dorcas family of organisations. Therefore, the finances of Dorcas USA are included in the consolidated figures.

Stichting Dorcas Aid International founded a Dutch private limited company, Tabitha for Enterprising People B.V. This company was mainly founded as a holding company for foreign companies that are used to establish business enterprises in the context of development activities and public/private partnership initiatives. As Dorcas Aid International is the founder and sole shareholder, Tabitha for Enterprising People B.V. is fully consolidated in these annual accounts.

Dorcas Aid International and ZOA have established a partnership in South Sudan, integrating operations into a joint working organisation: ZOA Dorcas South Sudan. For this, a separate legal entity was established in 2022 in the Netherlands: Coöperatie Dutch Coalition for Relief and Development U.A. whose members are Dorcas Aid International and ZOA. The purpose is to achieve more impact for people in need in South Sudan. In accordance with the guidelines, Dorcas partially consolidated the annual figures of the Coöperatie in proportion to its interest (50 per cent).

The parties in the consolidation can be summarised as follows:

Consolidated organisation	Place of office	Governance	Goal
Dorcas Aid Romania Association	Cluj Napoca, Romania	<ul style="list-style-type: none">Meeting of members (4) with highest authority.Board of directors (3) for overall leadership, chosen from membership.Executive director (1 of the 3 directors).	Relief and development
SC Mana Impex SRL	Cluj Napoca, Romania	<ul style="list-style-type: none">Shareholder is Dorcas Aid Romania Ass.Executive director is same director of Dorcas Aid Romania Ass.	Wholesale of clothing and footwear
Tabitha for Relief and Development	Beirut, Lebanon	<ul style="list-style-type: none">Association with General Assembly and Administrative Assembly with 5 positions, who function as the executive board.	Relief and development

Consolidated organisation	Place of office	Governance	Goal
Dorcas Aid America Inc.	Denver, CO, USA	<ul style="list-style-type: none">Board with chairman, secretary and treasurer, with one representative of Dorcas Aid International (NL).	Fundraising for relief and development projects
Tabitha for Enterprising People B.V.	Almere, the Netherlands	<ul style="list-style-type: none">Shareholder is Stichting Dorcas Aid InternationalShareholdermeeting is highest authority, board of directors is the executive board, directors are the same as in Stichting Dorcas Aid International	Facilitating economic development for self-sustainability of people in developing countries
Cooperatie Dutch Coalition for Relief and Development U.A.	Apeldoorn, the Netherlands	<ul style="list-style-type: none">Stichting Dorcas Aid International and Stichting ZOA in Apeldoorn together form the Board of Directors of the cooperative; they are also the sole two members of the cooperative and form the supreme body, the General Assembly	Collaboration relief and development in South Sudan

General principles

All figures provided in this annual report are stated in euros, unless stated otherwise. 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. Actual outcomes may deviate from the estimates. The estimates and underlying assumptions are assessed periodically. Based on the premises of the guideline RJ 630.101 of the Dutch Council for Annual Reporting, the provisions of Part 9 of Book 2 of the Dutch Civil Code and the Guidelines for the annual reporting of small legal entities must, in principle, be applied. However, based on the nature of the organisation (fundraising organisation), the annual accounts have been compiled in accordance with the Dutch Council for Annual Reporting’s guideline RJ 650 Fundraising organisations. This has been done to satisfy the required insights stated in article 2:362 under 1. Any additional explanations required on the basis of Part 9 of Book 2 of the Dutch Civil Code and the Guidelines for the annual reporting of small legal entities have been included in the annual accounts. The report was prepared based on paid expenses, except in kind donations valued at the estimated fair value when traded. Stock in Dorcas shops has been valued at no value. We refer to the comments made on the valuation principles of the assets.

Foreign currency

Receivables, liabilities and obligations in foreign currency are converted against the rate at date of balance sheet. Transactions in foreign currency during the reporting period have been processed into this financial report

against the exchange rate valid for the month in which the transaction took place. Resulting exchange rate differences are taken into account in the income and expenditure statement.

Principles of valuation

Fixed assets

Intangible and tangible fixed assets are valued at acquisition cost minus depreciation, taking into account possible residual values. If major components of tangible fixed asset can be distinguished from each other and differ in terms of useful life or expected pattern of use, these components are separately identified and depreciated. In establishing residual values of real estate, it is considered that real estate has a residual value of at least half the actual value. To prevent additional costs for establishing actual values by valuations, the actual value of real estate in the Netherlands is derived from the annual valuation of the WOZ (Law on Immovable Assets). For real estate in other countries from the most recent information in which buildings are valued every five years in a rotating cycle. In 2020 the immovables of the country offices were valued. The outcome did not lead to an adjustment of the value. Depreciation is applied using a ‘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. Costs regarding the maintenance of assets have been expensed. When calculating depreciation, residual values are taken into account.

Financial fixed assets are valued at net asset value in the case of ‘significant influence’ (more than 20 per cent of

the shares issued are held). Where there is no ‘significant influence’ the financial assets are valued at the time of acquisition. Dorcas Aid International has a shareholding in SharInvest Cooperative UA and SIED Management B.V. Both have been valued at net asset value. Tabitha for Enterprising People B.V. has a shareholding in Selam Awassa Business Group Private Limited Company in Ethiopia, Selam Engineering Dire Dawa in Ethiopia and Frutalpin in Albania. All have been valued at net asset value.

Stocks

Stocks purchased are valued at acquisition price or lower actual value. Stock at country offices are mainly donated goods from individuals in the country itself. The stock in the Dorcas shops are second-hand items and therefore the value in itself is nil. Additional stock at the depots is not destined to be shipped to projects, but might be either shipped to Dorcas shops or to Mana (Romania) or given to other organisations. It is not valued due to the uncertain nature of the proceeds and/or the fact that these were surplus materials that Dorcas needed to dispose of in a timely manner. Stock at Mana in Romania that has been purchased from the Dutch organisation is valued at cost price.

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 defined as necessary financing for fixed assets and 25 per cent of stocks, from which long-term debts are deducted, as far as the long-term debts are not reserved for future purchases for Dutch thrift shops (DRIF loans). The size of this reserve is established each year with information from the balance sheet position.

In 2020, Dorcas undertook an update of the risk assessment analysis and the continuity reserve’s ideal size. This analysis was discussed by the directors and audit committee and subsequently approved by the Supervisory Board. Two types of risks were considered: ‘point risks’ manifesting themselves at a point in time and ‘process risks’ manifesting over a certain period of

time. The required continuity reserve was calculated in the event the three highest point risks would materialise, the three highest process risks would materialise and the three highest of the point and process risks would materialise. The unweighted outcome of this exercise determined the continuity reserve and it was set at € 5,500,000. Dorcas aims to achieve this height of the continuity reserve in the strategic period 2022-2025.

Due to the implementation of the ‘funding allocation framework’ - a method to assign Dutch private funding as allocation for project spending - allocations were made for each country to develop and implement projects. The balance of the reserve at the end of 2023 is spent in 2024. The balance at the end of 2024 is attributable to lower-than-anticipated expenditure during the year and will be carried forward into 2025. This ‘project allocation reserve’ is already committed for project spending and not available to cover organisational risks like the continuity reserve, unless absolute emergencies occur.

Designated funds are donations and other income to be used for specific projects that have not yet been spent. Upon completion of a project, any surplus in designated funds may be re-designated by management. As much as possible, this re-designation will be in line with the original designation.

All designated funds may be used for funding projects in the following year. When a project entirely financed by earmarked income has overspent during a timeframe of one to several years, a negative designated fund balance will remain so that future spending can compensate for previous expenses.

Provisions

Provisions are recognised for legally enforceable obligations that exist at balance sheet date, for which an outflow of resources will be required and a reasonable estimate can be made. Provisions are measured at the best estimate of the amount that is necessary to settle the obligation as per balance sheet date.

Other

Off-balance sheet liabilities and contingencies are valued at amortised cost price. Other assets and liabilities are stated at amortised cost price, unless otherwise noted.

Principles of result determination

Income

Revenue is accounted for in the period to which it pertains. Income of non-contractual gifts and donations is accounted for when received, unless designated for a specific period. In this situation, it is accounted for in the designated period, even when revenue was received later. Legacies are accounted for at the time when content can be reliably determined. Donations in kind are valued at market value. Contractual gifts and donations (often referred to as grants) are accounted for as income in the year that these funds have been spent. If they have been received in a year, but spending takes place in the next year(s), the funds are accounted for as pre-received income and reflected in the balance sheet under short-



term liabilities. When they are spent in the next year, they are reflected as income and the spending as project expenditures. Proceeds of sold items (books, clothing and other second-hand goods) are accounted for in the year in which the goods were 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 labour contracts. The foundation in the Netherlands determines the remuneration based on the salary structure of ‘CAO Sociaal Werk’. Furthermore it has a pension plan that is administered by an insurance company and all annual premiums are accounted for as expenses. Premium adjustments as a result of salary changes only affect future pension premiums and not past premiums.

Taxes

The foundation is not taxable for corporate income tax in the Netherlands nor in project countries, or there are exemptions in place for taxable activities of the foundation due to its fundraising nature and spending of the proceeds in line with the charitable goal. Therefore, there are no expenditures for corporate income tax or other taxes that are levied on profits. In the Netherlands, the foundation is taxable for value-added taxes (VAT) on specific activities. Consequently, VAT charged on taxable activities is settled in the VAT tax returns, and part of the VAT on general costs. In this annual report all amounts exclude VAT that has to be paid or can be reclaimed. The commercial enterprise in Romania ‘SC Mana Impex SRL’ is subject to Romanian corporation tax. The tax is accounted for (subtracted from) the line item in the statement of income and expenses called ‘Income in exchange for delivery of products’.

Investments and equity policy

Dorcas adheres to a policy that ‘no means are invested’ and reserves are as small as necessary while maintaining a prudent reserve strategy. Temporary surplus funds are retained in relatively safe saving accounts with trustworthy banks.

Cash flow statement

The cash flow statement is compiled via an indirect method in which there is a distinction between cash flows and operational activities, cash flows from purchases and cash flows from finance activities. The

information for the cash flow statement is taken directly from the statement of income and expenditure as well as from the changes in balance sheet positions at the start and end of the year.

Comments on the consolidated balance sheet

Assets	Software developments
INTANGIBLE FIXED ASSETS (BO)	
The development in this year is as follows	
Purchase costs as of 1 January	1,951,379
Accumulated depreciation as of 1 January	-1,301,745
Book value as of 1 January	649,634
Addition purchase value consolidation	-
Addition accumulated depreciation consolidation	-
Reclassification purchase value	-
Reclassification accumulated depreciation	-
Purchases	290,922
Depreciation	-339,792
Purchase price sold/obsolete items	-
Depreciation sold/obsolete items	-
	-48,870
Purchase price as of 31 December	2,242,301
Accumulated depreciation as of 31 December	-1,641,537
Book value as of 31 December	600,764

Depreciation has been calculated at 30 per cent of purchase costs. For the intangible fixed assets per balance sheet date, a book value of approximately € 360k is used in business operations and a book value of another € 241k for direct use for the objectives of the organisation. ‘Business operations’ is defined as fundraising, the Dorcas shops, Mana operation,

management and administration and supporting functions. ‘Direct use for the objectives of the organisation’ is defined as fixed assets in the countries where projects are implemented and intangible fixed assets used with project monitoring, design and management.

Material fixed assets (B1)	Real Estate	Furniture and fixtures	Vehicles	Total
Purchase costs as of 1 January	3,325,821	1,901,169	1,437,812	6,664,802
Accumulated depreciation as of 1 January	-965,201	-1,371,636	-1,222,138	-3,558,975
Book value as of January	2,360,620	529,533	215,674	3,105,827
Addition purchase value consolidation	-	63	19,974	20,037
Addition accumulated depreciation consolidation	-	-63	-19,974	-20,037
Reclassification purchase value	-	-	-	-
Reclassification accumulated depreciation	-	-	-	-
Purchases	204,202	127,774	111,810	443,786
Depreciation	-216,337	-225,398	-78,769	-520,504
Purchase price sold/obsolete items	-265,681	-30,675	-74,928	-371,284
Depreciation of sold/obsolete items	84,822	25,722	63,924	174,468
	-192,994	-102,577	22,037	-273,534
Purchase price as of 31 December	3,264,342	1,998,331	1,494,665	6,757,338
Accumulated depreciation as of 31 December	-1,096,716	-1,571,375	-1,256,954	-3,925,045
Book value as of 31 December	2,167,626	426,956	237,711	2,832,293

Depreciation has been calculated with the following percentages:	
Real estate property (including remodelling of rental property)	0-10
Furniture and fixtures	20-30
Vehicles (new) and all freight trucks and trailers	20
Vehicles, second hand passenger cars	30

Of the fixed assets per balance sheet date, a book value of approximately € 1.7 million is used in business operations and a book value of another € 1.1 million for direct use for the objectives of the organisation. ‘Business operations’ is defined as fundraising, the Dorcas shops, Mana operation, management and administration and supporting functions. ‘Direct use for the objectives of the organisation’ is defined as fixed assets in the countries where projects are implemented and tangible fixed assets used with project monitoring, design and management.

Financial fixed assets (B2)

Dorcas Aid International is a co-shareholder of SharInvest Cooperative UA in Nijkerk, the Netherlands. SharInvest Cooperative UA strengthen communities in vulnerable circumstances, particularly in Eastern

Europe in social and economic areas by supporting local entrepreneurship with social Impact. Dorcas Aid International has a participation capital with a net asset value of € 120. This is based on the annual report 2024.

Dorcas Aid International is a co-shareholder of SIED Management B.V. in Nijkerk, the Netherlands. SIED Management B.V. is the management entity of SharInvest Cooperatieve UA. Dorcas Aid International owns 50 per cent of the shares with a net asset value of € 31k. This is based on the annual report 2024.

Tabitha Enterprising People B.V. is a co-shareholder of Selam Awassa Business Group Private Limited Company in Hawassa, Ethiopia. The limited company focuses on

i) training youth and ii) designing and producing appropriate technology for the rural community. Beyond renewable energy products they produce equipment for smallholder farmers and the construction industry. Tabitha Enterprising People B.V. owns 50 per cent of the shares with a net asset value of ETB 5 million (equivalent € 38k). This is based on the annual report 2023.

Tabitha Enterprising People B.V. is a co-shareholder of Selam Engineering Dire Dawa Private Limited Company in Dire Dawa, Ethiopia. The core competences of the limited company in Dire Dawa are twofold: i) training youths in the area of metal manufacturing and ii) engineering and manufacturing of products for rural households, farming communities, construction companies and hospitals. Tabitha Enterprising People B.V. owns 49.6 per cent of the shares with a net asset value of ETB 7 million (equivalent € 52k). This is based on the annual report 2023. Tabitha Enterprising People B.V. is a co-quotaholder of

Frutalpin SH.P.K in Tropoja, Albania. The core competences of the limited liability cooperation in Tropoja are to contribute to improved social and economic situation of vulnerable families in northern areas of Albania and promote good working conditions and fair treatment of employees and farmers. Tabitha Enterprising People B.V. owns 20 per cent of the quota capital with a net asset value of ALL 300k (equivalent € 3k). This is based on the annual report 2023. The premium above quota that Tabitha Enterprising People B.V. transferred to Frutalpin (equivalent € 35k) is still represented under borrowings in the annual report 2023 of Frutalpin.

Tabitha for Enterprising People BV has non-current receivables from Frutalpin SH.P.K amounting to € 163k. These receivables relate to intercompany loans with a maturity exceeding one year and are repayable in accordance with the terms agreed upon with Frutalpin SH.P.K. The receivables are considered collectible, and no impairment has been recognised as of the reporting date.

Stocks (B3)	2024	2023
DESIGNATED FOR BUSINESS EXECUTION:		
Sales items Mana Romania	18,880	21,401
DESIGNATED FOR BUSINESS OBJECTIVES:		
Stock at country offices	-	1,012
Total stock as of 31 December	18,880	22,413

Receivables (B4)	2024	2023
ACCOUNTS RECEIVABLE		
Balance as of 31 December	59,590	104,268
Provision for bad debts	-10,458	-1,000
Balance as of 31 December	49,132	103,268
OTHER RECEIVABLES AND PREPAID EXPENSES		
Prepaid expenses	182,201	291,957
Prepaid pension premium	51,282	43,463
Legacies receivable	1,386,403	960,277
Receivables from donors	518,108	1,911,057
Receivables from Group Companies	509,253	471,869
Other receivables	2,593,765	1,562,370
	5,241,012	5,240,992
Balance as of 31 December	5,290,144	5,344,260

Receivables are predominantly used in business operations.

Liquid assets (B5)	2024	2023
Petty cash/Netherlands banks	9,146,894	12,461,796
Petty cash/banks shops, commercial enterprise & D-Cord	934,278	756,265
Petty cash/banks business and workgroups	29,190	52,677
Petty cash/bank country offices minus outstanding checks	3,733,919	1,978,641
Money in transfer	45,996	1,957
Total Liquid Assets as of 31 December	13,890,277	15,251,336

Of all liquid assets, an amount of € 350k is fully restricted in a collateral account at Rabobank which issued bank guarantees for several rental arrangements. The liquid assets are predominantly classified as

investments in the sense that they absorb cash flow variations during the next year and fund spending designated funds and project allocation reserve for projects.

Equity and liabilities

Reserves and funds (B6)	2024	2023
RESERVES		
DESIGNATED RESERVE FINANCING ASSETS		
Balance as of 1 January	3,818,474	3,753,090
Subtracted/added through result distribution	-275,426	65,384
Balance as of 31 December	3,543,048	3,818,474
PROJECT ALLOCATION RESERVE		
Balance as of 1 January	1,381,478	294,670
Subtracted through result distribution	-1,381,478	-294,670
Added through result distribution	1,382,110	1,381,478
Balance as of 31 December	1,382,110	1,381,478
CONTINUITY RESERVE		
Balance as of 1 January	5,341,281	4,888,777
Exchange differences net value Dorcas USA and Mana	15	13
Subtracted/added through result distribution	529,725	452,491
Balance as of 31 December	5,871,020	5,341,281

Four reserves (funds) are distinguished:

- Designated funds for projects (see hereafter) which have spending obligations, but according to Directive 650 must be presented as equity.
- Designated reserve financing assets, for financing assets.

- Project allocation reserve, for allocated project spending in 2024 that has been delayed to 2025.
- Continuity reserve, to ensure continuity of the organisation.

The purpose of the continuity reserve is threefold: 1) levelling the seasonal nature of income during the calendar year; and 2) absorbing variations in actual income in comparison to budget so that if income is low, the organisation, as well as programme execution, is systematically adjusted to the decrease in income and 3) risks that might occur and that cause a sudden decrease in liquidity.

The reserve for financing assets is established on each

balance sheet date based on the assumptions mentioned as part of the principles of valuation in this chapter of the annual report.

In the present year no growth of the continuity reserve was planned, but a moderate amount could be added.

The division of the continuity reserve per December 31st 2024 among the consolidated entities is as follows:

	2024	2023
Dorcas Aid International	4,602,408	4,272,991
Dorcas Aid Romania Association	10,010	32,990
SC Mana Impex SRL	20,551	32,714
Tabitha for Relief and Development (Lebanon)	764,368	495,814
Life Vision and Tabitha (Egypt)	421,729	331,766
Dorcas Aid America Inc.	-15,903	-7,502
Tabitha for Enterprising People B.V. (the Netherlands)	67,858	182,508
Cooperatie Dutch Coalition for Relief and Development U.A.	-	-
Totals	5,871,020	5,341,281

Funds

Upon completion of a project management may reallocate any surplus of designated funds for the project. Management will seek to redesignate these funds in line with the original designation as much as possible. This is realised with the utmost care. Designated funds will be used for funding projects in 2025 and further.

When interpreting the term ‘result’ (or ‘profit’ and ‘loss’) in a fundraising organisation, it is important to know the system to determine results. Income (excl. government grants and contractual grants) received in a specific year is accounted for in that year, even if the income is not spent for the project in that year. Government grants

and contractual grants (both with a possible repayment obligation) received in a specific year are accounted for in that year when this income has been spent. The project expenses are accounted for in the year expenses actually occur. Consequently, major fluctuations in the ‘result’ occur from year to year. Terms such ‘profit’, ‘loss’, ‘surplus’, ‘shortage’ and ‘result’ must therefore be used with restraint in a fundraising organisation.

A detailed specification per project is available in the financial administration. Development of total project designated funds is seen as follows:

Designated Funds	2024	2023
Balance as of 1 January	6,873,451	6,335,494
Subtracted/added through result distribution	-1,585,790	537,957
Balance as of 31 December	5,287,661	6,873,451

Statement of movement designated funds	Opening balance	Received or assigned	Direct project spending	Closing balance
Humanitarian Assistance and Recovery	5,393,910	17,276,514	-18,608,293	4,062,131
Livelihoods and Economic Development	831,022	4,108,478	-4,619,251	320,249
Social Empowerment and Protection	648,519	4,487,654	-4,230,892	905,281
Totals	6,873,451	25,872,647	-27,458,437	5,287,661

Provisions (B7)	2024	2023
Balances as of 1 January	87,500	336,896
Addition	60,380	62,500
Release	-62,500	-311,896
Balance as of 31 December	85,380	87,500

Provisions for potential liabilities relate to ineligible project expenses and payment of rent. It is uncertain if these costs require payment, therefore a provision is

provided. Provisions are measured based on the best estimate, but it can vary between € 51k to € 465k.

Long-term liabilities (B8)	2024	2023
PRIVATE LOANS		
Balances as of 1 January	263,265	198,995
Add: new loans	-	99,860
Less: principal payments	-31,000	-35,590
Total	232,265	263,265
Accounted for under short-term liabilities	-36,013	-23,960
Balance as of 31 December	196,252	239,305
These loans are summarised as:		
Loans with a term of less than 5 years	172,361	170,870
Loans with a term of longer than 5 years	59,904	92,395
Total	232,265	263,265
These are several private loans. No collateral has been provided. The interest varies from 2 to 3 percent.		
MORTGAGE LOANS		
Balance as of 1 January	101,312	115,459
Add: new loans	-	-
Less: principal payments	-101,312	-14,147
Total	-	101,312
Accounted for under short-term liabilities	-	-9,192
Balance as of 31 December	-	92,120

Long-term liabilities (B8)	2024	2023
These mortgage loans are summarised as:		
Mortgage loans with a term of less than 5 years	-	45,960
Mortgage loans with a term of more than 5 years	-	55,352
Total	-	101,312
DRIF LOANS		
Balance as of 1 January	92,857	195,536
Add: new loans	-	-
Less: principal payments	-35,713	-102,679
Total	57,144	92,857
Accounted for under short-term liabilities	-35,714	-48,213
Balance as of 31 December	21,430	44,644
These DRIF loans are summarised as:		
DRIF loans with a term of less than 5 years	57,144	92,857
DRIF loans with a term of more than 5 years	-	-
Total	57,144	92,857
FINANCIAL LEASE		
Balance as of 1 January	7,935	23,993
Add: new loans, net	-	-
Add: new loans, interest	-	-
	7,935	23,993
Less: principal payments	-5,672	-16,058
	2,263	7,935
Less: interest therein	-3	-87
Net liability	2,260	7,848
Accounted for under short-term liabilities	-2,260	-5,377
Balance as of 31 December	-	2,471
These financial lease obligations can be summed up as follows		
Leases with a term of less than 5 years	2,260	7,848
Leases with a term of more than 5 years	-	-
Total	2,260	7,848
Total long term liabilities	217,682	378,540

There were two mortgages on the property of the Dorcas shop in Nijverdal that were two identical loans, each

with an original balance of € 115,000. Both loans carried a fixed term interest of 3.3 per cent to 31 December

2024. These mortgages has been paid in full in 2024. The payment on the principal for each of these loans was € 1,149 per quarter. Collateral for these loans was a mortgage on the real estate property of the shop in Nijverdal.

The DRIF loans are private loans obtained to finance a rapid increase in the number of Dorcas shops planned for 2018 and beyond. DRIF stands for Dorcas retail investment fund. It is not an investment vehicle, but these are ordinary private contractual loans with fixed terms and fixed interest. The interest varies from 3 to 5 per cent and the repayment term varies from 3 to 10 years. At 2024 balance sheet date, there are three loans outstanding. The concept behind DRIF loans is to prevent the finance needed for new Shops taking money

away from projects, but instead to pay these loans back from the additional proceeds of the new shops. For the lenders it provides a way of investing their money in a safe vehicle with moderate proceeds as a form of ‘social investment’.

The financial lease pertains seven lease contracts for small freight trucks for shops, a depot and Mana. These assets are the collateral for these financial lease obligations and are included in the material fixed assets. The lease contracts for shops and the depot have been completely paid off in 2023.

Short-term liabilities (B9)	2024	2023
LIABILITIES TO CREDIT INSTITUTIONS AND PRIVATE LOANS		
Repayment obligation mortgage loans	-	9,192
Repayment obligation private loans	36,013	23,960
Repayment obligation DRIF loans	35,714	48,214
Repayment obligation financial lease	2,260	5,377
Total	73,987	86,743
ACCOUNTS PAYABLE	443,795	568,652
TAXES AND SOCIAL SECURITY PAYMENTS		
VAT	411,481	342,919
Salary taxes and social security payments	231,285	219,818
Total as of 31 December	642,766	562,737
OTHER LIABILITIES		
Unspent project contract grants	2,160,493	2,926,837
Holiday (vacation) allowance	231,670	214,150
Holidays	163,505	191,434
Other payables and accrued expenses	2,852,194	2,378,143
Total as of 31 December	5,407,862	5,710,564
Total short-term liabilities as of 31 December	6,568,410	6,928,696

Off-balance sheet liabilities, contingencies and rights

The organisation has entered into longer and shorter-term obligations for the rental of business real estate for the Dorcas shops and depots. The contracts for the international office and depots are generally short term and those for shops are longer term, largely between five and ten years. Furthermore, Dorcas has entered into

operational lease contracts for cars, which have four or five years terms and contracts for printers and canteen equipment. The total obligation is summarised as follows (increases of rental and or lease costs due to contractual obligations are not included because these depend on future price indices; in the amounts below, reclaimable VAT is not included):

Obligations	< 1 year	1-5 years	> 5 years	Totals
Rental contracts International Office	135,043	350,579	-	485,622
Rental contracts Shops	2,373,110	5,290,454	177,119	7,840,683
Rental contracts depots	52,189	80,120	3,333	135,642
Car operational lease obligations	87,785	168,534	-	256,319
Printer Lease/service obligations	4,296	14,808	-	19,104
	2,652,423	5,904,495	180,452	8,737,370

The foundation signs partner/project agreements for a period of at most three years. These agreements with partner organisations concern the implementation and funding of projects. Under these three-year contracts, the foundation has accepted a conditional basic obligation to fund projects for the duration of the agreement. At the time of this financial report, the 2025 obligations are approximately € 1.9 million.

In Lebanon periodic contributions are made towards end-of-service indemnities, which are based on the length of employment and the employee’s final salary. Due to significant fluctuations in the local currency, there is a risk that a gap may arise between the accrued amount and the actual payment obligation. Although there is no applicable legislation in place as of the reporting date and

the government is still in the process of determining the final regulations, this represents a potential economic obligation estimated to be between € 150k and € 330k. This obligation may potentially result in future cash outflows.

The organisation entered into purchase/installation/service contracts for € 287k to be carried out in 2025-2027. They are mainly related to IT.

Dorcas is privileged to have received additional government grants after the balance sheet date (2025 through 2027) that amount to € 8.8 million for a number of projects. These funds come from, among others the E.U., DRA, GIZ and the UN.

Comments on the consolidated statement of income and expenditure

Income	2024	Budget 2024	2023
Private individuals (S1)			
Collections (incl. online)	8,307		61,155
Legacies	1,741,323		2,292,936
Sponsorships	2,241,441		2,113,922
Donations/gifts designated Netherlands	1,963,874		2,887,986
Donations/gifts not designated Netherlands	2,540,853		2,556,760
Donations/gifts designated country offices	104,105		83,926
Donations/gifts not designated country offices	2,794		6,685
Net proceeds work groups (ex collections and subsidies)	46,123		63,332
Via Dorcas USA	3,666		6,491
Total	8,652,486	8,800,000	10,073,195
<i>Out of the total income from private individuals, an amount of € 8,524 (2023: € 19,327) pertains to the consolidated group entities.</i>			
Companies (S2)			
Donations/gifts designated Netherlands	560,892		948,251
Donations/gifts not designated Netherlands	297,477		268,398
Donations/gifts designated country offices	45,316		77,733
Donations/gifts not designated country offices	-		3,519
Total	903,685	1,400,000	1,297,901
Government subsidies (S3)			
ADH via World Vision Ukraine Emergency Response	-		595,819
CDCS via Expertise France through Lebanon & Syria	23,469		75,259
Danida via Mission East through Ukraine	-4,431		4,898
EU South Sudan	-50,000		79,143
EU via CCRDA/through country office Ethiopia	-		-2,270
EU via HEKS/through country office Ethiopia	4,634		22,102
EU via IP Keystone through Moldova	31,682		15,166
EU via KALRO through country office Kenya	12,050		38,044
GIZ through country office Ethiopia	149,136		-
Government through country office Egypt	215,921		127,647
IOM/through country office Ethiopia incl. in kind	848,782		729,546
MoFA/Dutch Relief Alliance	97,467		39,100
MoFA/Dutch Relief Alliance Ukraine Emergency Response	-		-1,047

Income	2024	Budget 2024	2023
MoFA/South Sudan Joint Response, through Save the Children	800,695		889,682
MoFA/Syria Earthquake Response, through ZOA	-		491,703
MoFA/Syria Joint Response, through ZOA	1,051,646		1,556,269
MoFA/Yemen Joint Response, through Care	1,092,749		1,061,030
Moldovan Ministry of Finance/country office Moldova	-		376
RVO/Kenya & Ethiopia	-		104,533
The Charities Aid Foundation/Mozambique	-		29,767
UAE Aid via Nadia's Initiative through country office Iraq	-		468,772
UN via IOM through Lebanon & Syria	-		19,785
UN Children Funds/through country office Mozambique	55,925		-
UN(OCHA)/through country office Ethiopia	680,466		3,821
UN(OCHA)/through country office Iraq	95,970		179,815
UN(OCHA)/through country office Ukraine	6,068,210		1,574,044
UNFPA+OCHA/through country office Lebanon & Syria	605,530		319,479
USAID (BHA) via World Vision Ukraine Emergency Response	575,345		3,950,062
Other unnamed organisations	1,052,480		1,085,503
Total	13,407,728	10,900,000	13,458,049
<i>Out of the total income from government subsidies, an amount of € 968,606 (2023: € 1,094,620) pertains to the consolidated group entities.</i>			
Affiliated non-profit organisations (S4)			
Stichting Vrienden van Dorcas Woudenberg	130,000		125,000
Total	130,000	75,000	125,000
Other non-profit organisations (S5)			
BDLE/Lebanon & Syria	-		67,273
Dorcas USA	6,227		-
EO Metterdaad	1,069,462		682,257
HEKS/Ethiopia	8,583		12,158
Kom over en Help through country office Albania	150,000		92,000
Kom Over en Help/Moldova	47,000		25,000
Light for the World/South Sudan	50,000		-61,462
LM International/Syria	-		50,217
Mary's Meals/Lebanon & Syria	416,401		558,876

Income	2024	Budget 2024	2023
Medair/Ethiopia	-		376
New Day Impact through country office Albania	800		33,080
Other non-profit organisations through country office Egypt	119,289		194,482
Peace Wind Japan/Lebanon & Syria	296,004		1,051,535
Pontifical Mission/Lebanon & Syria	137,588		202,892
Red een Kind/Lebanon	157,571		12,963
Red een Kind/Ukraine	-		75,668
Samenwerkende Hulp Organisaties (SHO)/Ukraine	-		379,076
Stichting VOx/Kenya	-		9,941
Woord & Daad/Mozambique	-		62,170
World Vision/Lebanon & Syria	-		8,792
WorldVision Ukraine	-		154,038
ZOA/Lebanon & Syria	6,000		-
Other unnamed organisations	4,085,722		3,832,545
Churches, designated	1,099,251		1,445,769
Churches, not designated	377,729		379,577
Total	8,027,626	7,500,000	9,269,222

Out of the total income from other non-profit organisations, an amount of € 3,195,803 (2023: € 2,929,545) pertains to the consolidated group entities.

	31,121,525	28,675,000	34,223,367
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Total income exceeds the budget but falls short compared to the previous year. Private and corporate donations have declined, partly due to lower legacies and designated gifts. In 2024, Dorcas conducted emergency relief campaigns for the situation in the Middle East; however, the results were lower compared to the Syria earthquake campaign in 2023. Government subsidies remain stable, and

contributions from non-profit organisations continue to be a key funding source, although slightly lower than the previous year. These developments highlight the importance of a diversified income structure and strong partnerships to ensure financial stability.

The development of government grants is as follows:

	2024	2023
Received last year, not spent that year	432,742	1,197,231
Received last year, not spent that year from other non-profit organisations	5,943	-
Received this year	14,530,442	12,693,560
Received this year, not spent this year	-1,561,399	-432,742
Accounted for as income	13,407,728	13,458,049



Each grant received is explained in a grant decision which states the aim of the grant, conditions and obligations attached to it. Usually the grant must be spent in a certain timeframe. The grant has a financial ceiling, above which no reimbursement of expenses will be given. For some grants, an ‘own contribution’ applies, which Dorcas must finance from private sources. If a grant is not

entirely spent for the project for which it was awarded, the surplus must be paid back. Most of the grants stated under S3 are already reported to the grant donor, but still need to be approved.

The development of income of other non-profit organisations is as follows:

	2024	2023
Received last year, not spent that year	2,494,095	1,515,643
Received last year, not spent that year to government subsidies	-5,943	-
Received this year	6,138,567	10,247,674
Received this year, not spent this year	-599,093	-2,494,095
Accounted for as income	8,027,626	9,269,222

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

The net income from sales 2024 is summarised as follows:

Net income from sales 2024	Shops & depots	Mana & other sales	Total
Sales exclusive of VAT	12,197,675	123,726	12,321,401
Costs at a local level	-5,030,633	-114,324	-5,144,957
Costs at a national level	-1,256,338	-12,744	-1,269,082
Net proceeds	5,910,704	-3,341	5,907,363
Costs at a local level as % of sales	41.2%		41.8%
Costs at a national level as % of sales	10.3%		10.3%
Total cost of sales	51.5%		52.1%

The comparative figures for 2023 are as follows

Net income from sales 2023	Shops & depots	Mana & other sales	Total
Sales exclusive of VAT	11,167,152	214,178	11,381,330
In kind income	-4,574,693	-126,373	-4,701,066
Costs at a national level	-1,120,691	-21,494	-1,142,185
Net proceeds	5,471,767	66,312	5,538,079
Costs at a local level as % of sales	41.0%		41.3%
Costs at a national level as % of sales	10.0%		10.0%
Total cost of sales	51.0%		51.3%

Out of the total income in exchange for the delivery of products and/or services, an amount of -/- € 10,862 (2023: -/- € 10,078) pertains to the consolidated group entities.

The Dorcas shops are thrift shops. The local public donates second-hand goods to the local Dorcas shop. Volunteers screen the goods, repair them if necessary and display them in the shop. The 43 shops of Dorcas have limited opening times, between 8 and 30 hours per week. The strength of the Dorcas shops is that volunteers run them. For these volunteers, running a Dorcas shop is a meaningful and focused way to help raise funds to alleviate poverty. The concept also prioritises recycling, cradle-to-cradle and sustainability.

In 2024, total revenue increased, mainly driven by higher income from shops and depots (partly due to opening of a new shop and renovation of existing ones),

while Mana and other sales showed a decline. Costs also increased (rent and other housing expenses like NEN certification), leading to a slight rise in total costs as a percentage of revenue. Although net proceeds from shops and depots improved, growth was slowed by negative results in Mana and other sales. The expenses subtracted from sales are services and expenses that can be directly allocated to the sales efforts. These expenses include support of shops by the shops’ team at Dorcas international office, shop rental costs, heating and electricity and all other direct costs for the shops. For other sales (clothing, etc.), expenses are directly allocated to these sales. This includes prepaid transport costs that have been recharged to the clients in the sales prices.

Each shop has a non-formal ‘management team’ that operates the shop. All functions of the shop are carried out by volunteers, who work together and provide a strong tie between them. As Dorcas-shops are run entirely by volunteers formal controls used with employees cannot be implemented. However, internal controls are in place and enforced in all Dorcas shops. In Dorcas-shops we work with second-hand items received as donations in kind and the value in itself is nil. Dorcas is currently developing a stock administration, through which goods are tracked and there is more certainty of the accounted turnover. It is expected that this will be rolled out in 2026. The Dorcas international office and local shop management monitor financial and other control mechanisms at the Dorcas-shops to establish internal controls that function as optimally as possible. Also each shop will be thoroughly evaluated once every three years. Overall, Dorcas management believes it has done everything in its power to ensure appropriate and sound oversight of the Dorcas-shops and that maximum measures have been taken to guarantee the completeness of turnover.

Sustainability of income

Dorcas management gives due attention to the sustainability of income in future years. Dorcas has varied income streams fed from many different sources. The result is a complex organisation with different types of fundraising activities. It also means the risk is mitigated when certain sources decrease. We expect that cash income will be maintained over the next years, even with ebbs and flows. Due to these various sources, it is to be expected that Dorcas will keep on having sustainable income long into the future.



Expenditure	2024	Budget 2024	2023
Spent on objectives (S7)			
AWARENESS			
Activities/projects	-	-	-
Execution expenses own organisation	1,733,165	1,653,212	1,635,235
Total	1,733,165	1,653,212	1,635,235
HUMANITARIAN ASSISTANCE AND RECOVERY			
Activities/projects	18,608,293	16,156,306	18,829,635
Execution expenses own organisation	2,998,008	2,915,980	3,135,694
Total	21,606,301	19,072,286	21,965,329
LIVELIHOODS AND ECONOMIC DEVELOPMENT			
Activities/projects	4,619,251	5,122,434	4,206,661
Execution expenses own organisation	1,234,587	1,190,503	1,106,804
Total	5,853,838	6,312,937	5,313,465
SOCIAL EMPOWERMENT AND PROTECTION			
Activities/projects	4,230,892	5,004,960	3,498,384
Execution expenses own organisation	1,290,104	1,253,450	1,109,892
Total	5,520,996	6,258,410	4,608,276
Grand total spent on objectives	34,714,300	33,296,845	33,522,305

Out of the total expenditures on objectives, an amount of € 3,229,401 (2023: € 3,650,394) pertains to the consolidated group entities.

The following numbers are shown excluding expenses on awareness:

	2024	Budget 2024	2023
Total direct project spending	27,458,436	26,283,700	26,534,680
Total execution expenses own organisation	5,522,699	5,359,933	5,352,390
Total spent on objectives	32,981,135	31,643,633	31,887,070
Expenses own organisation as % of direct project spending	20.1%	20.4%	20.2%

Overall the expenditures on objectives is a bit higher than expected and last year. Although there are difference between the objectives. Compared to last year, the expenditures on objectives have generally increased, particularly in the categories of Social Empowerment and Protection and Livelihoods and Economic Development.

The increase in spending compared to last year is primarily due to the catch-up of project activities that were postponed last year due to the focus on humanitarian aid. Although less than planned these delays resulted in additional costs this year to achieve the intended objectives. Expenditures on Humanitarian Assistance and Recovery

have slightly decreased. The organisation’s execution costs have increased this year compared to last year (partly due to outsourcing staff), but this has led to a slight decrease in the ratio of execution costs to direct project spending.

Fundraising expenses (S8)

Fundraising expenses increased by € 87k in absolute terms but relatively higher due to a decrease in total income. In general, fundraising for government grants is relatively ‘cheap’, while fundraising from private sources is ‘expensive’. At the same time, Dorcas aims for a balance of the two types of funding because it provides sustainability to programmes and the organisation as a whole. The main increases were in personnel costs optimising and further developing the fundraising strategy and related processes.

Out of the total fundraising expenses, an amount of € 337,036 (2023: € 286,700) pertains to the consolidated group entities.

Management and administration expenses (S9)

The cost for management and administration are accounted for as follows:

Item	2024	2023
Personnel	1,216,076	1,113,540
Communication	3,611	5,384
Accomodation	50,241	49,430
Logistics	1,956	948
Office and general	169,435	168,114
Depreciation	72,647	93,935
	1,513,966	1,431,351

Financial Income and expenses (S10)	2024	2023
Paid interest	-5,517	-7,984
Received interest	147,255	73,161
Exchange differences	128,740	-322,568
Incidental gains and losses	-29,495	19,474
Book profits sold assets	199,655	15,831
Result Shareholding	-58,520	-16,492
	382,118	-238,578

Out of the total financial income and expenses, an amount of -/- € 167,262 (2023: -/- € 110,996) pertains to the consolidated group entities.

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

	2024
Financial administration staff	100%
Finance Manager	50%
Financial officer programmes	20-60%
Backoffice employee fundraising & program-mes	20-70%
Project coordinators (for general tasks)	0-20%
HR officers	50-100%
HR Manager	50%
Hospitality employees	80%
IT officers	20-80%
IT manager	20%
CEO	20%
COO	20%
Assistant Board of Directors	40%
Quality Manager	25%
Business Controller	25%
Lawyer	70%
Works Council members	10%

Management and administration expenses increased by € 83k in absolute terms but relatively only a bit higher due to an increase of expenditures. The increase is mainly caused by personnel costs.

Out of the total management and administration expenses, an amount of € 145,038 (2023: € 156,760) pertains to the consolidated group entities.

Expenses own organisation

		Objectives				Costs under 'expenses'	
		Awareness	HAR	LED	SEP	Fundraising	Man. & administr.
Salaries	L1	644,546	1,392,491	543,001	561,749	902,136	641,779
Social insurance	L2	143,168	208,980	98,405	105,316	195,098	133,710
Pension	L3	94,414	123,078	61,632	66,593	127,883	86,878
Other staff expenses	L4	372,640	608,425	270,404	286,627	511,203	353,708
Communication	L5	181,109	42,401	15,040	14,529	362,219	3,611
Accommodation	L6	44,715	161,473	52,030	51,555	66,004	50,241
Logistics/ warehouse	L7	1,018	12,892	3,224	2,961	1,988	1,956
Office and general	L8	176,817	306,866	132,329	139,529	243,522	169,435
Depreciation	L9	74,737	141,402	58,521	61,245	103,548	72,647
		1,733,165	2,998,008	1,234,587	1,290,104	2,513,600	1,513,966

		Totals under 'expenses'			Costs subtracted from income		Overall totals		
		Total 2024	Budget 2024	Total 2023	Shop team	Other sales	Total 2024	Budget 2024	Total 2023
Salaries	L1	4,685,703	5,031,661	4,507,647	593,434	64,155	5,343,293	5,768,386	5,133,074
Social insurance	L2	884,676	832,971	789,297	123,054	15,127	1,022,857	982,158	919,122
Pension	L3	560,479	579,599	502,178	82,197	10,104	652,780	677,215	587,189
Other staff expenses	L4	2,403,007	1,781,223	2,051,017	138,856	38,809	2,580,672	1,861,987	2,149,479
Communication	L5	618,909	634,473	683,168	5,531	23,907	648,347	671,321	741,377
Accommodation	L6	426,018	332,293	430,360	-	3,884	429,902	454,843	435,089
Logistics/ warehouse	L7	24,039	20,812	11,310	635	8	24,682	20,812	11,962
Office and general	L8	1,168,498	1,206,075	1,236,292	143,508	18,257	1,330,263	1,335,788	1,363,180
Depreciation	L9	512,100	521,308	634,281	-	7,614	519,714	531,992	647,261
		11,283,430	10,940,415	10,845,550	1,087,214	181,867	12,552,511	12,304,500	11,987,734

Allocation method

These expenses have been distributed on the basis of historically used methods of distribution. The distribution keys of these expenses are based on the estimated worked hours of each employee and distributed in percentage terms

across the categories according to economic principles, considering real estimated activities of the employee.

The principles upon which expenses have been assigned is summarised as follows:

People who work at Programme and Knowledge Support (PKS) at the international office assist the country offices in designing projects, providing knowledge and assistance and giving input on programmatic issues, are assigned as indirect project costs at 100 per cent based on the type of intervention they provide assistance for. If they have additional tasks, such as being members of the Works Council, formulating strategy or involvement in fundraising, a portion of their time and costs are assigned to these activities.

The expenses of fundraisers are assigned to fundraising activities, and also to awareness. In conjunction with fundraising activities, they often fulfil a role in raising awareness amongst the public regarding poverty and the necessity to tangibly respond through advocacy activities in the Netherlands. Depending on the employee and the activities that are undertaken, between 10 and 100 per cent of the time and personnel expenses are assigned to awareness. The expenses of supporting services are assigned to the activities for which they are executed. This leads to partly objectives spending and partly indirect project costs.

Overall expenses

The total expenses of the organisation increased from € 11,987,734 to € 12,552,511 an increase of € 564,777.

Personnel expenses (L1-L4)

Of the total expenses of € 12.5 million, almost € 9.6 million are personnel expenses. That is 77 per cent of the total which is 4 per cent more than 2023.

Regarding salaries (L1-L3) it gives the following breakdown:

		2024
Gross salary costs		8,947,013
Social insurance		1,255,263
Pension costs		740,281
Total gross salary-related costs		10,942,557
Charged against income sales (Mana)		-64,910
Charged to projects		-3,858,718
Net salary-related costs		7,018,929



The Dutch pension system is a defined contribution scheme. The costs of the premiums are accounted for in the year to which they pertain. The pension system is based on an investment arrangement.

In 2024 there were 328.67 FTEs (2023: 356.56) on average working for Dorcas, of which 78.15 in the Netherlands (2023: 79.57) and 250.52 (2023: 276.99) in the country offices. In the Netherlands the staff decreased by 1.42 FTE and in the country offices decreased by 26.47 FTE (esp. Syria due to the earthquake in 2023, which temporarily increased staff). The FTE in the Netherlands is based on a 36-hour working week. The FTEs do not include staff working for ZOA-Dorcas in South Sudan.

A large portion of the country office staff are project employees, of whom the personnel costs are accounted for in whole or in part as project expenses. About 34 per cent of all gross salary-related costs are charged to projects. These are predominantly projects that Dorcas implements itself, without the assistance of partner organisations.

The members of the Dutch Supervisory Board receive no remuneration for their work. In 2024 € 10,266 of Dutch board expenses were paid (2023: € 13,075). This is mainly travelling and lodging and advisory expenses. Supervisory Boad members visit one of the project countries every two years. There they see and experience Dorcas programmes, so they can gain understanding of the activities carried out, which they have to supervise. In 2024, no trip was taken whereas in 2023 they travelled to Albania.

Total taxable salaries in the Netherlands in 2024 were € 4,474,693 (2023: € 4,162,737) for 78.15 FTEs (2023: 79.57). On average this is € 57,300 per FTE (2023: € 52,300). These figures include a small number of interns. The salary increase per FTE is due to inflation and regular progression through the salary scale steps. Dorcas has a structured and moderate remuneration policy (In the Netherlands the remuneration is based on the salary structure of the ‘CAO Sociaal Werk’), fitting for a humanitarian assistance and development organisation. Many people who work for Dorcas from a for-profit background see some decrease in remuneration. Nevertheless, Dorcas seeks to be an attractive employer by using a structured remuneration policy with function

Name	Agnes Kroese	Peter Palsma
Function	CEO (Chief Executive Officer)	COO (Chief Operating Officer)
Employment kind	indefinite	indefinite
Hours	39.0	32.0
Parttime percentage	100%	89%
Period	1-1/31-12	1-1/31-12
Remuneration		
Gross salary	105,630	93,223
Year-end allowance	150	133
Severance pay	-	-
Total annual income	105,780	93,356
Taxable reimbursements/additions	4,802	4,514
Pension costs for employer	14,056	16,798
Total other expenses and reimbursements	18,858	21,312
Total remuneration 2024	124,638	114,668
Total remuneration 2023	116,209	112,415

The remuneration package has no variable components, bonuses or other incentives.

The Supervisory Board sets the director’s salaries using the GDN-guidelines for directors’ remuneration (GDN: Goede Doelen Nederland, a Dutch branch organisation for charitable organisations). When applying the criteria of GDN and how these turn out for the directors remuneration of Dorcas, the following point system is used:

classification, a transparent salary scheme, annual steps in that scheme, indexing of the salary scales and a fiscally optimal, premium-free pension plan.

Management remuneration

The Supervisory Board sets the remuneration policy, the level of directors’ salaries and the level of other remuneration components. The remuneration policy is updated periodically. In addition the evaluation of the directors is planned each year in the first half-year. The Supervisory Board is responsible for management remuneration policy, setting management salaries and setting the level of fringe benefits.

Spending on objectives	120 points
Equity	10 points
Number of FTE's	85 points
Diversity organisation	115 points
Yes/no part of umbrella organisation	80 points
Management and policy	80 points
Number of points	490 points

Determination of directors salaries	CEO (Kroese)	COO (Palsma)
Director's model	87%	80%
Outcome weighing difficulty of management	427	392
Accompanying fulltime salary 2024 acc. GDN	140,397	125,922
Accompanying part-time salary 2024 acc. GDN	140,397	111,931
Dorcas directors salaries acc. GDN	105,780	93,356

As Dorcas receives grants from the Ministry of Foreign Affairs and from RVO (Government Services of Entrepreneurial Netherlands), in principle the Law of the Norms for remuneration of management of (semi-) public officers applies because funding is from public resources. However, in these cases income must comprised of at least 50 per cent government grants before these Norms for management are applied.

Communication expenses (L5)

Communication expenses were € 93,030 lower than last year, because of optimisation of fundraising channels in 2024 and implementation change of the logo in the last shops in 2023.

Accommodation costs (L6)

The accommodation costs in 2024 have remained at the same level as the previous year.

	2024	2023
Depreciation in the statement of income and expenditure	512,100	634,281
Depreciation in costs other sales, including Mana	13,612	19,899
Depreciation in national shops costs	-	-
Depreciation in local shops costs	334,584	291,662
	860,296	945,843
Of which on material fixed assets	520,504	494,410
Of which on intangible fixed assets (software)	339,792	451,433
	860,296	945,843

Logistics/warehouse (L7)

Logistical costs increased by € 12,720 due to the relocation of the country office in Ethiopia.

Office and general expenses (L8)

These decreased by € 32,917, mainly caused by less other operational expenses at our country offices.

Depreciation (L9)

Only part of the entire depreciations shows up in the overview of the organisation costs, as part is subtracted from the commercial income and shown as a net amount.

This can be summarised as follows:

Consolidated cash flow statement 2024

	2024	2023
CASH FLOWS FROM OPERATIONS:		
Result of the year	-1,330,859	2,142,640
Add: Depreciation	860,296	945,843
Increase/decrease of stock	3,533	2,487
	-467,030	3,090,970
CHANGES IN WORKING CAPITAL:		
Addition to consolidation (D-Cord, Mana, c.q. Dorcas USA)	14	13
Addition to consolidation increase receivables (D-Cord)	-	-
Addition to consolidation increase short term liabilities (D-Cord)	-	-
Increase/decrease receivables	54,117	-1,151,757
Increase/decrease short term liabilities and provisions	-362,406	236,541
	-308,275	-915,203
	-775,305	2,175,767
CASH FLOWS FROM FINANCING		
Shareholdings	112,997	-172,892
Increase/decrease long term liabilities	-160,858	24,287
	-47,861	-148,605
CASH FLOW FROM PURCHASES AND SALES		
Addition to consolidation (D-Cord)	-	-
Purchases	-734,708	-865,315
Sales	196,816	2,074
	-537,892	-863,241
Increase/decrease in cash	-1,361,059	1,163,921
Liquid assets as of 31 December	13,890,277	15,251,336
Liquid assets as of 1 January	15,251,336	14,087,415
	-1,361,059	1,163,921

The cash flow position increased compared to last year. The depreciation is mainly used to ‘finance’ the purchases and the positive result led to an increase in the working capital.



Company-only financial statements
Dorcas Aid International

The principles applied for the valuation of assets and liabilities and for the determination of the result are

explained in the notes to the consolidated financial statements. For the notes to the company-only statement of income and expenditure, reference is made to the notes to the consolidated financial statements.

Company-only balance sheet as of 31 december 2024 (In euros)

Assets	December 31st 2024	December 31st 2023
Fixed assets		
Intangible fixed assets (B0)	600,764	649,634
Material fixed assets (B1)	2,674,987	2,963,614
Financial fixed assets (B2)	205,066	217,048
	3,480,817	3,830,296
Current assets		
Stocks (B3)	-	1,012
Receivables (B4)	3,754,569	4,111,724
Liquid assets (B5)	12,464,305	14,339,929
	16,218,874	18,452,665
Total	19,699,691	22,282,961
Equity and liabilities		
Reserves and funds (B6)		
RESERVES		
Designated reserve financing assets	3,400,712	3,695,342
Project allocation reserve	1,382,111	1,381,478
Continuity reserve	4,602,408	4,272,991
	9,385,231	9,349,811
FUNDS		
Designated funds projects	5,287,661	6,937,263
	14,672,892	16,287,074
Provisions		
Provisions (B7)	75,000	25,000
Liabilities		
Long-term liabilities (B8)	58,929	181,387
Short-term liabilities (B9)	4,892,870	5,789,500
Total	19,699,691	22,282,961

Company-only statement of income and expenditures 2024 (In euros)

	2024	2023
Income		
Private individuals (S1)	8,643,962	10,053,868
Companies (S2)	903,685	1,297,901
Government grants (S3)	12,439,122	12,363,429
Affiliated non-profit organisations (S4)	130,000	125,000
Other non-profit organisations (S5)	4,831,823	6,339,677
Total income raised	26,948,592	30,179,875
Income in exchange for delivery of products and/or services (S6)	5,918,226	5,548,157
Total income	32,866,818	35,728,032
Expenses		
SPENT ON OBJECTIVES (S7)		
Awareness	1,571,932	1,457,167
Humanitarian Assistance and Recovery	19,596,311	19,573,426
Inclusive Entrepreneurship	5,309,267	4,734,858
Social Empowerment and Protection	5,007,389	4,106,460
	31,484,900	29,871,911
FUNDRAISING EXPENSES (S8)	2,176,564	2,139,873
MANAGEMENT AND ADMINISTRATION EXPENSES (S9)	1,368,928	1,274,591
Total expenses	35,030,392	33,286,375
BALANCE OF INCOME AND EXPENSES	-2,163,574	2,441,657
Financial income and expenses (S10)	549,375	-127,582
Surplus (deficit)	-1,614,199	2,314,075
Result appropriation 2024		
ADDED TO/WITHDRAWN FROM		
Designated reserve financing assets		-294,630
Continuity reserve		329,416
Project allocation reserve		634
Designated funds projects		-1,649,619
		-1,614,199

Reconciliation of reserves and funds

The differences between the reserves and funds as presented in the company-only balance sheet and the consolidated balance sheet are explained in the reconciliation below.

	2024	2023
Total reserves and funds consolidated	16,083,839	17,414,684
Total reserves and funds company only	14,672,892	16,287,074
Difference	1,410,947	1,127,610
RECONCILIATION DIFFERENCE		
Dorcas Aid Romania Association	113,134	113,292
SC Mana Impex SRL	21,856	32,677
Tabitha for Relief and Development (Lebanon)	764,368	441,822
Life Vision & Tabitha (Egypt)	459,633	364,814
Dorcas Aid America Inc.	-15,903	-7,502
Tabitha for Enterprising People B.V. (the Netherlands)	67,859	182,507
Cooperatie Dutch Coalition for Relief and Development U.A.	-	-
	1,410,947	1,127,610

Reconciliation of the statement of income and expenditure

The differences between the result in the company-only statement of income and expenditure and the consolidated statement of income and expenditure are explained in the reconciliation below.

	2024	2023
Total consolidated result from income and expenditure	-1,330,859	2,142,640
Total company-only result from income and expenditure	-1,614,199	2,314,075
Difference	283,340	-171,436
RECONCILIATION DIFFERENCE		
Dorcas Aid Romania Association	-115	-35,589
SC Mana Impex SRL	-10,862	-10,078
Tabitha for Relief and Development (Lebanon)	322,546	-140,480
Life Vision & Tabitha (Egypt)	94,820	56,092
Dorcas Aid America Inc.	-8,401	-6,287
Tabitha for Enterprising People B.V. (the Netherlands)	-114,648	-35,094
Cooperatie Dutch Coalition for Relief and Development U.A.	-	-
	283,340	-171,436

Signing by Executive Board and Supervisory Board

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

Almere, 23 May 2025

Supervisory Board

Mr J.C. van der Linden
Chairperson of the Supervisory Board

Mr C.N. de Kat
Mr H.F. Massink
Ms A.J. van der Werff – Dost
Mr F.J. Albracht
Ms E. van Weelie – Nijman

Executive Board

Ms A.J. Kroese
Chief Executive Officer

Mr P.G. Palsma
Chief Operating Officer



INDEPENDENT AUDITOR'S REPORT

To: the Supervisory Board of Stichting Dorcas Aid International

Report on the audit of the financial statements 2024 included in the annual report

Our qualified opinion

We have audited the financial statements 2024 of Stichting Dorcas Aid International based Almere.

In our opinion, except for the possible effects of the matter described in the 'Basis for our qualified opinion' section, the accompanying financial statements give a true and fair view of the financial position of Dorcas Aid International as at 31 December 2024 and of its result for 2024 in accordance with the Guideline for annual reporting 650 'Fondsenwervende organisaties' of the Dutch Accounting Standards Board, the Guideline for annual reporting 630 'Commerciële stichtingen en verenigingen' and Part 9 of Book 2 of the Dutch Civil Code.

The financial statements comprise:

- 1. the consolidated and individual balance sheet as at 31 December 2024;
- 2. the consolidated and individual statement of income and expenditure for 2024; and
- 3. the notes comprising a summary of the accounting policies and other explanatory information.

Basis for our qualified opinion

The consolidated statement of income and expenditure for 2024 includes 'Income in exchange for the delivery of products and/or services' (section S6) with regard to the Dorcas Shops (amount of € 12,197,675). 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 not been able to obtain sufficient and appropriate audit evidence regarding the completeness of 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 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

The annual report contains other information, in addition to the financial statements and our auditor's report thereon.



Except for the possible effects of the matter described in the 'Basis for our 'qualified opinion' section, we conclude, based on the following procedures performed, that the other information:

- is consistent with the financial statements and does not contain material misstatements;
- contains all the information regarding the management report and the other information as required by the Guideline for annual reporting 650 'Fondsenwervende organisaties' of the Dutch Accounting Standards Board, the Guideline for annual reporting 630 'Commerciële stichtingen en verenigingen' and Part 9 of Book 2 of the Dutch Civil Code.

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 is responsible for the preparation of the other information, including the management report in accordance with the Guideline for annual reporting 650 'Fondsenwervende organisaties' of the Dutch Accounting Standards Board, the Guideline for annual reporting 630 'Commerciële stichtingen en verenigingen' and Part 9 of Book 2 of the Dutch Civil Code.

Description of responsibilities regarding the financial statements

Responsibilities of the Board and the Supervisory Board for the financial statements

The Board is responsible for the preparation and fair presentation of the financial statements in accordance with the Guideline for annual reporting 650 'Fondsenwervende organisaties' of the Dutch Accounting Standards Board, the Guideline for annual reporting 630 'Commerciële stichtingen en verenigingen' and Part 9 of Book 2 of the Dutch Civil Code. Furthermore, the Board is responsible for such internal control as the Board 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 is responsible for assessing the foundation's ability to continue as a going concern. Based on the financial reporting framework mentioned, the Board should prepare the financial statements using the going concern basis of accounting unless the Board either intends to liquidate the foundation or to cease operations, or has no realistic alternative but to do so.

The Board should disclose events and circumstances that may cast significant doubt on the foundation's ability to continue as a going concern in the financial statements.

The Supervisory Board is responsible for overseeing the foundation's financial reporting process.

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.



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 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 foundation's internal control;
- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board;
- concluding on the appropriateness of the Board'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 foundation'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 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 foundation to cease to continue as a going concern;
- evaluating the overall presentation, structure and content of the financial statements, including the disclosures; and
- evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Because we are ultimately responsible for the opinion, we are also responsible for directing, supervising and performing the group audit. In this respect we have determined the nature and extent of the audit procedures to be carried out for group entities. Decisive were the size and/or the risk profile of the group entities or operations. On this basis, we selected group entities for which an audit or review had to be carried out on the complete set of financial information or specific items.

We communicate with 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.

Was signed at Sliedrecht, 27 May 2025.

WIT Accountants B.V.
P. Alblas RA





Annexes

Annex A: Management and organisational structure

Executive Board

The Executive Board consists of the Chief Executive Officer (CEO) and Chief Operations Officer (COO). Together, they act as an independent governing body and are responsible for the organisation’s overall performance. The CEO is the chair of the Executive Board and is primarily responsible for our organisational strategy and external positioning. The COO is the vice chair and oversees daily decision-making and related concerns. The board’s mandate is determined by government regulations as well as the Dorcas constitution. The Executive Board must authorise all work conducted by Dorcas staff in keeping with international procurement regulations. Composition of the Executive Board can be found in annex B.

Country Directors

A Country Director (CD) is in charge of supervising the programme and associated projects in his/her assigned country. He/she is responsible for managing a team of country staff and is the face of Dorcas Aid International around the world. The responsibilities of all thirteen CDs are listed in an externally registered power of attorney document. In addition to the power of attorney, our management charter defines the mandate of the CD based on our organisational structure. In most countries where Dorcas works, the country office acts as an extension of the international foundation and is registered according to local requirements. In some cases, a country office functions through a local board such as in Egypt, Kenya, Lebanon and Romania.

Partner organisations

Dorcas works with local partner organisations across our countries of operation. These relationships fall under the jurisdiction of the CDs, and are governed by an agreement that includes articles related to the protection of the environment, fair labour conditions, child protection, accountability to the affected population and the complaint mechanism.

International Management Team

The International Management Team (IMT) issues tactical and operational decisions with international ramifications. It also discusses urgent strategic issues to be presented at the annual meetings of the International Council. The IMT is made up of the Executive Board, three CDs

– one from each region (Africa, the Middle East, Eastern Europe), the managers of the Finance, Programme and Knowledge Support, Partnerships, Human Resources and IT departments, and the Executive Secretary. The IMT meets monthly.

Dutch Management Team

The Dutch Management Team (NL-MT) includes the Executive Board and managers of our Finance, Programme and Knowledge Support, Engagement and Fundraising, Shops and Textiles, Partnerships, Human Resources and IT departments. The NL-MT meets monthly to discuss matters within the jurisdiction of the international office and the work of Dorcas in the Netherlands, including strategy, policy and risk management.

International Council

The International Council (IC) – consisting of the Executive Board, thirteen CDs, NL-MT and the Executive Secretary – is the platform within Dorcas to discuss all strategic decisions concerning the whole organisation. The Executive Board has formal and final responsibility for such decisions but preferably makes strategic decisions with the consensus of all members of the IC. Internal advisors with specific expertise also take part in the IC meetings. The IC meets twice a year.

Works Council

Dorcas has a Works Council comprising five elected staff representatives. This council is a mandatory legal requirement in the Netherlands for organisations of our size. The Executive Board usually meets with the Works Council every two months, or more if needed. Subjects discussed include various organisational and staff issues. The Works Council also meets twice a year with Supervisory Board representatives.

Supervisory Board

An external Supervisory Board (SB) monitors our organisational activities. The SB has the power to approve adjustments to the Dorcas constitution, strategic plans and budget, and to hire and fire Executive Board members. It is also responsible for advising the Executive Board on key strategic decisions against set objectives. The SB also sets the remuneration policy, the level of directors’ salaries and the level of other remuneration

components. The remuneration policy is updated periodically. In addition the evaluation of the directors is planned each year in the first half-year. The Supervisory Board is responsible for management remuneration policy, setting management salaries and setting the level of fringe benefits.

The SB has four annual governance meetings and one additional in-depth policy meeting. It also evaluates its own functioning each year. All SB members work on a voluntary basis and bring years of expertise to the table. Learn more about our members in annex B.

Audit Committee

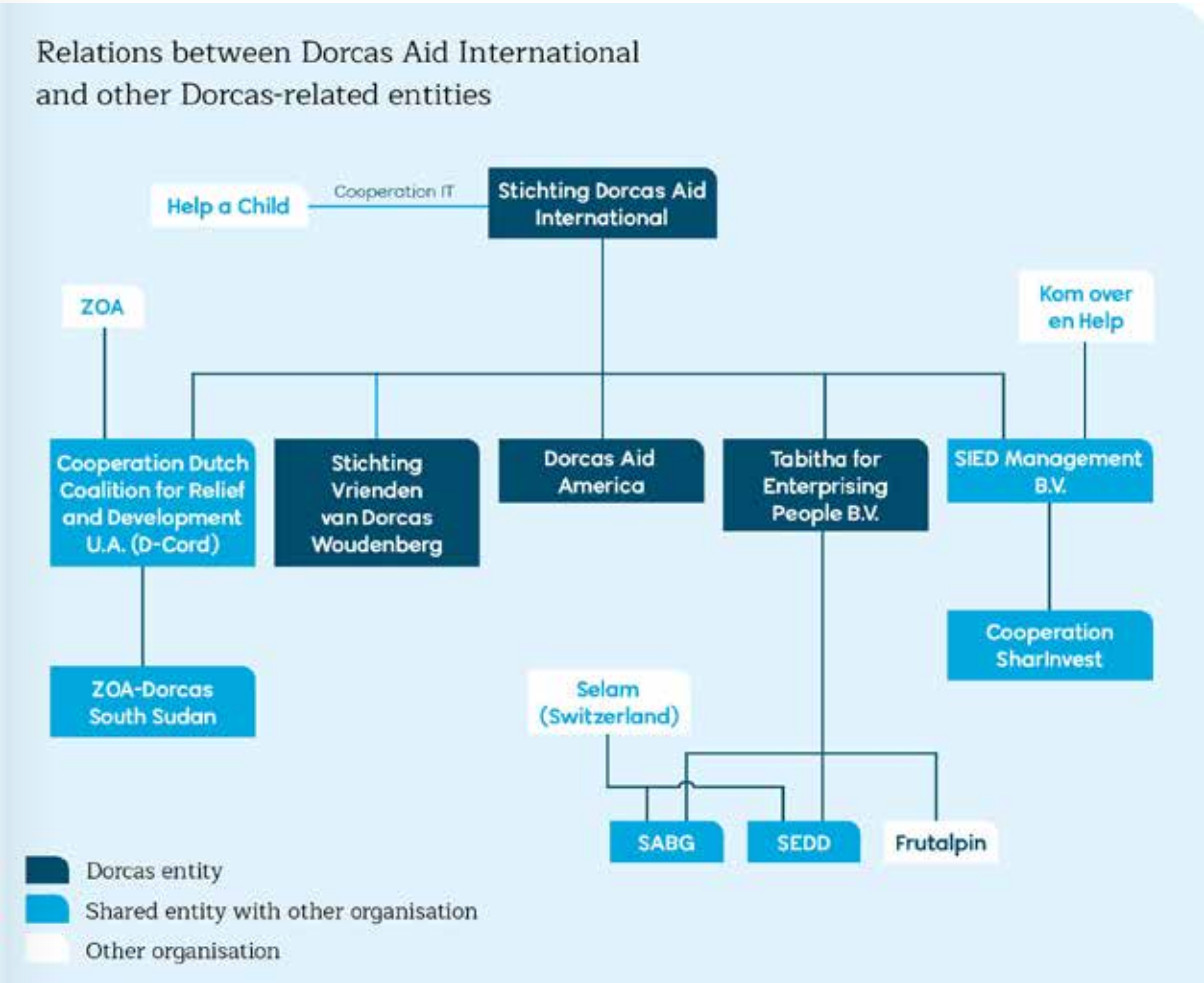
Two members of the SB also serve as members of the Audit Committee (AC). The AC offers advice on financial and legal issues and makes recommendations for financial reporting and risk management to the full SB. The AC meets three times a year, and more when necessary.

Selection and Remuneration Committee

Two members of the SB also serve as members of the Selection and Remuneration Committee. The committee makes recommendations for executive and supervisory positions and conducts performance reviews with the Executive Board members. The committee meets at least once a year and more often when necessary.

Relationships with other Dorcas entities

Next to our internal management structure, Dorcas Aid International is also related to several other Dorcas-related entities. An overview of those entities can be found in the diagram below.



Annex B: Composition of the boards

Two leadership teams are responsible for the daily operations of Dorcas - the Executive Board and the Supervisory Board. As of 1 January 2025, these boards have the following members:

Executive Board

Ms A.J. Kroese

Chief Executive Officer (CEO)

Agnes Kroese was appointed CEO of Dorcas in September 2022. She has held various positions within the humanitarian and development sector in the Netherlands and abroad. Besides her role at Dorcas, she currently holds the following position: member of the Administrative Council of EU-CORD.

Born: 1981

FTE: 1.0

Mr P.G. Palsma

Chief Operating Officer (COO)

Peter Palsma was appointed COO of Dorcas in June 2019 and as vice-chair of the Executive Board in September 2022. He brings years of experience in youth protection and youth and adult probation – for the Salvation Army and others – to the fore with his executive role at Dorcas. He currently holds the following additional position: chairman of the supervisory board of *Stichting Kwaliteitsregister Jeugd*.

Born: 1972

FTE: 0.9

Supervisory Board

Mr J.C. van der Linden

Chairperson of the Supervisory Board

Jan van der Linden was appointed chairperson of the Supervisory Board on 15 May 2022 while in his second term as a board member. Given his years of experience as a financial advisor, he brings a great deal to this position. Furthermore, he can draw upon his experience from his other current roles as a trusted advisor of several companies and organisations and a member of the Supervisory Board of *Regiozorg Holding BV*, as well as of the *Association of the Frisian Maritime Museum*.

His second term ends in 2026, and he may be reappointed.

Mr C.N. de Kat

Member of the Supervisory Board

Kees de Kat has been a member of the supervisory and audit committee since 2018. His first term ended in 2023 and he was reappointed. He is the CEO of Growers United, a cooperative of greenhouse growers. Furthermore, he is a member of several other boards, namely, *GS1 Netherlands*, *GreenlinQdata*, *Amarant Group* and *HJW*.

His second term ends in 2027 and he may be reappointed.

Mr H.F. Massink

Member of the Supervisory Board

Henk Massink is a member of the Supervisory Board and also the chairperson of the Remuneration Committee. His first term on the Supervisory Board ended in 2023 and he was reappointed. He works as a Coordinating Policy Officer at the Dutch Ministry of Agriculture, Nature and Food Quality and brings years of expertise in government policy to his Supervisory Board role at Dorcas. Furthermore, he is a member of the following boards: a central board member of the Dutch political party *Staatkundig Gereformeerde Partij (SGP)* and a board member of the Foundation for the Support of Central and Eastern European Organisations for Mission Studies.

His second term ends in 2027 and he may be reappointed.

Ms A.J. van der Werff – Dost

Member of the Supervisory Board

Annelien van der Werff was appointed as a member of the Supervisory Board in 2022. She is also the integrity focal point of the Supervisory Board. She has practised as a lawyer for more than 20 years, in particular in administrative law, and she has a passion for restoring justice where people have been affected by human rights violations or administrative systems. She works as assistant-coordinator with *Vluchtelingenwerkgroep Utrechts Heuvelrug*. Annelien holds the following additional position: board member of *Stichting Ontwikkelingsproject Maarssen-Outjo (SOMO)*.

Her first term ends in September 2026 and she may be reappointed.

Mr F.J. Albracht

Member of the Supervisory Board

Frans Albracht was appointed as a member of the Supervisory Board on 28 September 2023. He works as an interim manager at various companies.

His first term ends in 2027 and he may be reappointed.

Ms E. van Weelie – Nijman

Els van Weelie was appointed as a member of the Supervisory Board on 19 December 2023. As a retired former director of World Servants, she is still active as a promotor, trainer and coach within the CHE Network (integral mission). Furthermore, she is a member of the following boards: Vice-chairperson of the Board of Operation Mobilisation Netherlands and member of the Project Board of IOS Department of the Salvation Army Netherlands.

Her first term ends in 2027 and she may be reappointed.

Supervisory board remunerations

All our supervisory board members work on a voluntary basis and do not receive any remuneration for fulfilling their duties. However, they may be reimbursed for expenses incurred.

Appointment procedure

Board members are appointed by the existing Supervisory Board using a profile which stipulates the qualities and/or capacities that they are required to possess. The candidate selection process may vary based on the needs of the board in office. The Selection and Remuneration Committee supports the Supervisory Board in this function. Board members are appointed for a maximum of four years with the possibility to be reappointed twice, giving a maximum period of twelve years on the board. The Executive Board plays an advisory role throughout the process.

Additional positions: risk analysis

Additional positions that our Executive Board and Supervisory Board members hold neither influence their position at Dorcas nor their availability formally or informally. At the time of reporting, we identify no risk to the organisation as a result of these additional positions.

Ms A.J. Kroese’s membership of the Administrative Council of EU-CORD, is directly linked to her CEO position at Dorcas Aid International. The Supervisory Board has no objections to this position. Mr P.G. Palsma’s position with the Supervisory Board of the *Stichting Kwaliteitsregister Jeugd*, is unrelated to Dorcas and does not pose any conflicts of interest. The supervisory board has no objection to this position.



Annex C: Consolidated budget 2025

Budget 2025	
Income:	
Private individuals	9,400,000
Companies	1,400,000
Government subsidies	15,300,000
Affiliated non-profit organisations	125,000
Other non-profit organisations	7,000,000
Total income raised	33,225,000
Income in exchange for the delivery of products and/or services	6,038,669
Other income	-
	6,038,669
Total income	39,263,669
Expenses:	
SPENT ON OBJECTIVES	
Awareness	1,819,968
Humanitarian Assistance and Recovery (HAR)	21,478,019
Livelihoods and Economic Development (LED)	5,845,001
Social Empowerment and Protection (SEP)	5,502,917
	34,645,905
Fundraising expenses	2,663,638
Management and administration expenses	1,544,215
Total expenses	38,853,758
Balance of income and expenses	409,912
Financial income and expenses	100,000
Result	509,912
Withdrawal Designated Funds	-
Withdrawal Projectreserve	-
Addition Designated reserve financing assets	804,912
Addition Continuity Reserve	-295,000
FORECASTED BENCHMARK PERCENTAGES:	
Spent on objectives as percentage of total income	88.2%
Spent on objectives as percentage of total costs	89.2%
Fundraising as percentage of total income raised	8.0%
Management and administration as percentage of total costs	4.0%

In 2025, Dorcas expects a significant increase in total income compared to 2024, primarily driven by higher government subsidies and contributions from private individuals. Income from the delivery of products and services is also set to grow. On the expenditure side, spending on Dorcas key objectives will rise, with the largest increase in humanitarian Assistance and Recovery, besides that Dorcas will place greater emphasis

on Climate Adaptation and Resilience (CAR) in 2025. Fundraising and management and administration costs are expected to see a slight increase as well. Finally based on the plans of 2025 Dorcas does foresee to withdraw a relatively small amount from the continuity reserve to finance the expected investments. This is possible as the desired needed level of € 5.5 million at the end of the strategic period in 2025 has been reached.

Annex D: Consolidated distribution direct project expenses 2024 (in euros)

	Payments in cash 2024	Contributions in kind 2024	Total 2024	Payments in cash 2023	Contributions in kind 2023	Total 2023
Distribution per programconcept:						
Humanitarian Assistance and Recovery	18,053,563	554,731	18,608,293	18,268,721	560,914	18,829,635
Livelihoods and Economic Development	4,619,080	171	4,619,251	4,206,661	-	4,206,661
Social Empowerment and Protection	4,230,737	155	4,230,892	3,498,384	-	3,498,384
	26,903,379	555,057	27,458,437	25,973,766	560,914	26,534,680
Distribution by country						
Romania	523,047	-	523,047	1,047,642	-	1,047,642
Moldova	849,541	-	849,541	1,170,553	-	1,170,553
Ukraine	7,481,223	-	7,481,223	7,013,360	-	7,013,360
Albania	668,533	-	668,533	530,714	-	530,714
Total Eastern Europe	9,522,343	-	9,522,343	9,762,269	-	9,762,269
South Sudan	4,512,270	-	4,512,270	3,010,657	-	3,010,657
Ethiopia	2,102,793	333,724	2,436,517	1,188,874	535,522	1,724,396
Kenya	552,622	-	552,622	643,117	-	643,117
Tanzania	558,839	-	558,839	637,842	-	637,842
Mozambique	741,791	-	741,791	520,371	-	520,371
Total Africa	8,468,314	333,724	8,802,039	6,000,861	535,522	6,536,383
Egypt	887,778	-	887,778	770,937	-	770,937
Syria	3,738,227	-	3,738,227	5,509,275	-	5,509,275
Lebanon	1,896,974	220,318	2,117,293	1,476,535	24,997	1,501,532
Iraq	281,565	-	281,565	779,804	-	779,804
Yemen	1,344,361	-	1,344,361	1,148,086	-	1,148,086
Total Middle East	8,148,906	220,318	8,369,224	9,684,637	24,997	9,709,634
Other countries, general projects	763,816	1,015	764,831	525,999	395	526,394
Total other countries, general projects	763,816	1,015	764,831	525,999	395	526,394
Grand total	26,903,379	555,057	27,458,437	25,973,766	560,914	26,534,680

**Investing in sustainable change
in the lives of those in need.**

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