

# *Dorcas* Strategic Plan

Local power creates lasting change **2026-2030**



Dorcas

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Local power creates lasting change  
2026 - 2030

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This public version of the Dorcas strategic plan  
2026-2030 is a concise version of the internal  
document.

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# Called to make impact

## Dorcas in 2030

Dorcas is a leading organisation and strategic partner in humanitarian assistance and international development. With a dual focus, we respond to urgent needs while working on long-term, sustainable solutions. We support people most affected by poverty, exclusion and crisis using community-led approaches across all phases:

crisis, recovery, and development. Environmental sustainability is a key part of everything we do. We promote resilience and responsible use of natural resources. Through advocacy and strong partnerships, we support individuals and communities in building lasting livelihoods, becoming economically independent, and living in safety and dignity.

## Foreword

The world is changing rapidly. We see shifts driven by technology, economics, demographics and global priorities that often have a disproportionate negative impact on the marginalised and those in vulnerable situations. Against this backdrop, our mission to serve those in need is becoming increasingly difficult to fulfil due to contracting funding environments, reduced government development budgets and growing donor fatigue.

However, the needs of the people Dorcas serves are growing. Communities across Africa face complex challenges related to climate-induced agricultural issues. Families in the Middle East continue to seek food security and stability in the face of ongoing conflicts. Older people in Eastern Europe still struggle with isolation and yearn for connection and a supportive community.

At Dorcas, we recognise that the challenges ahead require bold innovation and strategic risk-taking to drive lasting, positive change for people vulnerable to poverty, exclusion and crisis. This strategic plan articulates our commitment to measurable impact and guides our journey toward 2030 across our international office, 13 country offices, and more than 40 shops. Our response centres on three core pillars: **sustainable growth**,

**operational quality and strategic positioning**. And we will realise our response through seven programmatic themes: crisis response, protection, community development, climate adaptation, water, livelihoods and food security, and economic development.

In short, Dorcas will **grow** with **quality** and a clear **position** to create impact for those in need.

Dorcas can only realise its strategic ambitions by working together with others, and we are grateful for our dedicated movement of colleagues, partners, donors, sponsors, volunteers, churches and businesses. This collaborative movement will grow in importance as we actively seek alignment with like-minded organisations to complement each other's strengths, merge efforts where possible, and use limited resources more effectively to achieve greater impact.

The future is uncertain, but by faith, we face it with confidence as we continue to enable people and communities to grow and flourish in the face of adversity.

For the Executive Board,  
Agnes Kroese  
CEO



01 | Our identity and mission

# What unifies and guides us

## Our identity

Dorcas is a growing, dynamic and responsive organisation. Much has changed over the years, but our calling to support, our shared values, and our inspiration from Jesus have remained constant. This strong identity defines who we are and guides how we work, shaping an organisational culture rooted in compassion, collaboration and commitment. As we enter the new strategic period leading up to 2030, consistently living out this identity across all levels and facets of our work is essential to deepen our impact and foster coherence between our offices and shops, enabling us to work together effectively as a united movement.

## Our vision

We believe that every person is equal before God and has been given unique potential by Him. Yet we live in a broken world where people suffer due to poverty, exclusion, climate change and other crises. Still, we see the extraordinary resilience of people. We envision a world in which people unlock their potential and restore their dignity so people and communities can flourish!

## Our mission

We are called to stand up for people in need. We take action in the face of poverty, exclusion and crises. We come alongside marginalised people and communities and jointly create opportunities for them to flourish. This is how we follow Jesus' example.

## Our values

*We are determined, ...*

We act with conviction and do not give up. Where there is need, we take action and get things done. We go the extra mile to make a lasting impact.

*...we act together, ...*

We are a movement that pursues sustainable change. We work alongside people in need and join hands with everyone who shares our mission. Only together can we make a real difference.

*...out of love.*

We are driven by compassion. We follow Jesus' example - out of love for our neighbour. We stand beside you - whoever you are.

## Our presence

Dorcas is currently active in 13 countries. Our journey began in the 1980s in Eastern Europe, where we supported people persecuted for their religious beliefs. In the 1990s, we expanded our work to East Africa, and in the past decade, we have also become active in the Middle East. This gradual expansion has shaped Dorcas into a dual-mandate organisation, meaning we respond to crises while also investing in long-term development. A key value and principle in how we work is to be as locally rooted as possible. We hire local staff and collaborate with local networks and organisations to ensure our efforts are context-specific and sustainable. We are committed to staying in the communities we serve for the long term, aiming to make a lasting, positive impact before phasing out.

To guide our presence, we focus on a combination of criteria that must align. First, we look for places where

people and communities are affected by crisis, poverty, or exclusion. At the same time, we assess whether we can bring real added value, where our presence and local network can make a measurable impact. Equally important is the availability of viable and diverse (both private and external) funding opportunities that enable us to operate effectively and sustainably. It is at the intersection of these elements that we believe Dorcas can truly contribute and create long-term impact.

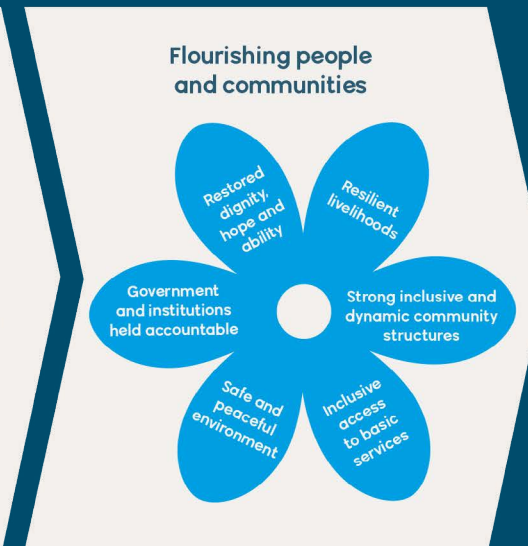
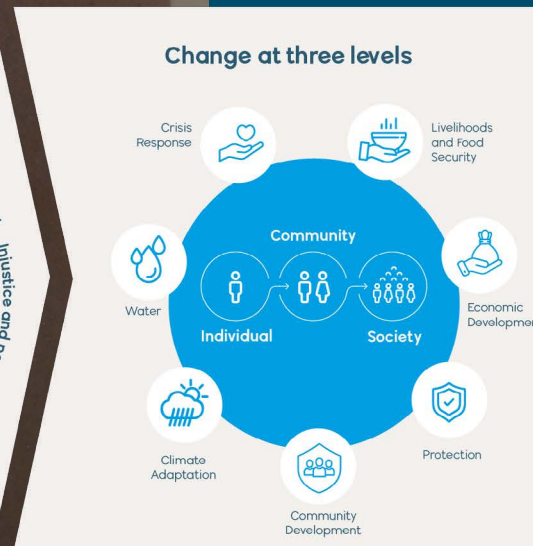
Looking toward 2030, our strategic priority is to consolidate and strengthen our existing country operations to maximise impact. While expansion into new countries is not a primary goal, it remains an option if a solid funding base is available and provided that it aligns with the aforementioned values and criteria. Any decision to expand will be carefully considered and will entail a commitment to long-term, sustainable engagement.



### Theory of change

Our work is all about change and working towards a change ambition: flourishing people and communities. Our theory of change provides a roadmap that outlines how we expect change is realised and contributes to the desired impact. Our organisational theory of change seeks to address the root causes of poverty, exclusion, and crisis

experienced by people and communities in the contexts where we work. It recognises that transformation is needed at the individual, community, and societal levels. We aim to achieve this by working towards a six-fold impact experienced by flourishing people and communities. To realise this sustainable transformation, we focus our efforts across seven thematic areas.





02 | Our context

# A fragile and unpredictable world

Dorcas operates in a world marked by fragility, uncertainties, anxiety, and an unpredictable future. We believe that the contexts in which we operate in the Middle East, Eastern Europe and Eastern Africa will be shaped by the following developments as we move toward 2030.

## Conflict and political instability

Dorcas operates in countries facing ongoing conflicts, political instability, and severe humanitarian crises, characterised by high levels of

displacement, economic collapse and infrastructure breakdown. Yemen, for example, is experiencing one of the world's worst humanitarian crises, and the protracted conflict in Ukraine is exerting an impact on the geopolitical situation/relations.

## Economic challenges and poverty

Many countries face significant economic challenges, including high inflation, currency devaluation and widespread poverty. For instance, Romania's thriving urban areas contrast

sharply with its underdeveloped rural regions, and in Kenya, debt and fiscal challenges hinder the country's economic growth and efforts to reduce poverty.

## Climate change

Climate change poses significant threats to many countries, impacting agriculture, water resources, and livelihoods, with severe consequences for food security. Iraq, for example, faces immense climate challenges, including desertification, and Albania's environmental sustainability is a growing concern due to challenges posed by climate change, deforestation and pollution.

## Social barriers and people in vulnerable situations

Unemployment, gender discrimination, and limited access to education and healthcare are widespread social barriers that prevent people from progressing and flourishing across our operational regions. For instance, Egypt faces high unemployment rates, especially for women, and Moldova's ageing population is straining the country's healthcare system and social services.

## Donor and funding landscape

Institutional and government funding face increasing pressure, leading

to greater competition for limited resources, while rising quality standards drive up organisational costs. Dorcas will explore new markets for institutional support, ensure revenue from its shops can grow despite competition from fast fashion, and retain and expand its faithful supporter base.

## Technology

Technological advancements and cybersecurity will enhance operational efficiency at the international office and country offices, while also ensuring the protection of sensitive data and maintaining integrity. The ethical use of AI will reduce manual tasks, such as reporting and documentation. IT solutions and data-driven insights will support areas such as monitoring and evaluation, fundraising, and financial management.

## Localisation

In line with global trends, Dorcas will focus on empowering local communities and organisations by investing in their skills and resources, while supporting frontline responders and women-led groups. This resonates with our values as we partner with grassroots NGOs and adopt locally led, community-based methods that prioritise local knowledge, leadership, and ownership to create a lasting impact.

## 03 | Our strategic ambitions and focus

# Achieving lasting impact

### Strategic ambition

Dorcas aims to be a leading Dutch Christian international NGO by 2030, relevant and making a lasting impact in a rapidly changing world. We will introduce a new focus on climate adaptation and resilience across all regions where we operate, seek more alignment in our work with other like-minded organisations, and merge our efforts where possible. We will

prioritise local leadership, community ownership, and fair development to empower more people and communities in vulnerable situations, while actively engaging with and influencing society-level actors, including the government, civic and private sectors.

Dorcas will **grow** with **quality** and a clear **position** to create impact for those in need.

### Grow

By 2030, we will reach **1.5 times** as many people as our income increases to over **60 million** euros, driven by an expanding number of dedicated volunteers and more than a **doubling** in the number of new sponsors, one-time donors and regular givers.

### Quality

By 2030, **clear track records** will provide insights into how our support across seven programmatic themes positively affects people and communities at the outcome or impact levels. These insights will drive further **improvements and innovation**. In addition, we will invest in relevant quality standards, such as the Core Humanitarian Standard (CHS).

### Position

By 2030, Dorcas will increasingly be recognised as a **leading** international organisation and strategic partner in humanitarian and development cooperation. We will have a **stronger position** in the Netherlands and have the **largest** Dutch charity thrift store chain. Our country offices will also be better positioned and branded.



## Strategic focus

1

### **Evidence and impact** to have a compelling, evidence-based story

We will gain a better understanding of our impact by continuing to develop evidence-based programmes and building strong track records. Our monitoring, evaluation, accountability, and learning (MEAL) systems will focus on creating indicators aligned with the seven programmatic themes, with inclusion and vulnerability as cross-cutting priorities. We will prioritise long-term outcome tracking and impact studies to ensure value for money and lasting results. Listening to and learning from project participants will remain vital aspects of improving our work.

2

### **Expertise and innovation** to be relevant and strongly present

We will improve programme quality and impact by investing in the development of specialised technical expertise across the seven programmatic themes. Building

**Dorcas can only achieve these ambitions if it excels in five interlinked key areas that form our strategic focus.**

this expertise will enhance the effectiveness, sustainability and relevance of our work. One priority area is climate change, where we aim to strengthen skills in climate resilience, smart agriculture and natural resource management. We will establish an innovation fund to support programmatic and organisational innovation.

3

### **Fund diversification** to increase our donor base

We will increase the use of impact stories and evidence-based track records to become more attractive to funding agencies. By investing in relationship management with key donors and developing thematic donor expertise, we will enhance our positioning to attract institutional funding. Due to the growing competition for shrinking institutional funds, we will also focus on expanding fundraising through Dutch foundations and impact investment.

4

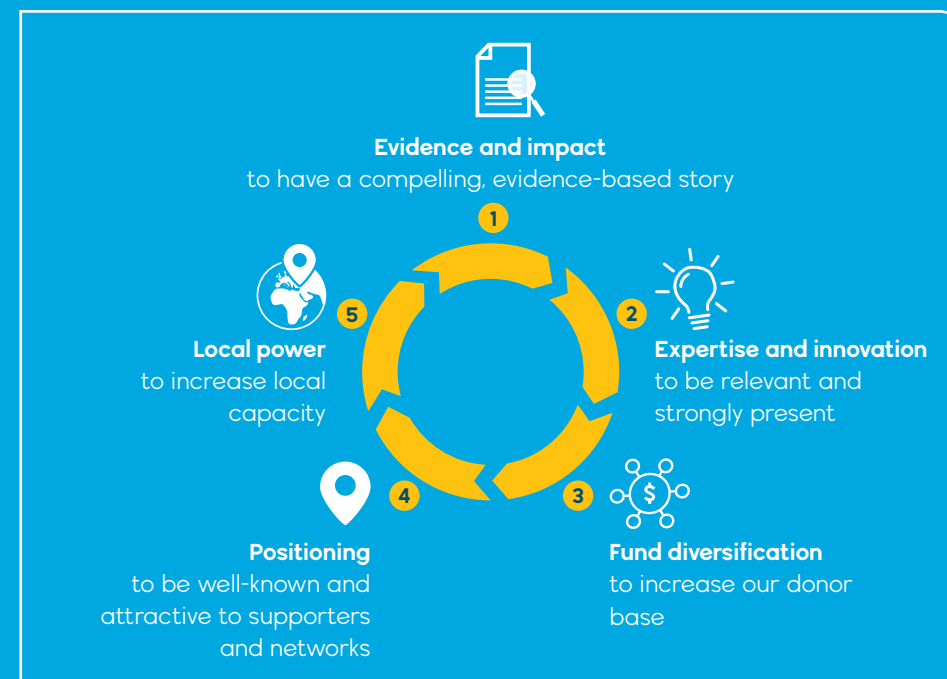
### **Positioning** to be well-known and attractive to supporters and networks

We will strengthen our partnerships and diversify our funding by clearly positioning Dorcas as a leading partner in humanitarian and development cooperation. We will communicate a compelling story with our proven expertise, data and high-impact stories. Country offices will also invest in their positioning and take steps to strengthen partnerships and diversify funding.

5

### **Local power** to increase local capacity

We will ensure that our country offices and local implementing partners have sufficient capacity to achieve lasting impact, growth, and a clear position. Dorcas is committed to strengthening country offices by shifting more expertise and capacity to the local level, which means the international office will become relatively smaller.



## 04 | Our approach

# Seven programmatic themes

### How we do things

At Dorcas, we believe in the God-given value and potential of every single person. Our faith motivates us to create hope and long-term perspectives for people who are the most vulnerable to crises, poverty and exclusion: older people, children, women, people with disabilities, and excluded groups, such as Roma and migrants. No one should be left behind. Instead, everyone should have the opportunity to reach their potential and be part of a flourishing community.

Dorcas follows eight principles that enable us to support people and communities to flourish:

- We focus on people who are most **marginalised** and believe in their potential.
- We facilitate the **flourishing and well-being** of individuals and communities.
- We implement community-based and **locally led** projects.
- We cooperate with local **community-based** organisations and strengthen their capacities.
- We realise sustained change through **long-term** commitments.
- We connect people and organisations around shared values for **partnerships** with impact.
- We seek to be **impartial** in who we hire, support, or partner with.
- We uphold a high level of **integrity** in all aspects of our work.

These principles guide all our programmes across the triple nexus of humanitarian assistance, development and peacebuilding efforts. Across this nexus, Dorcas will focus on seven key programmatic themes as we work toward 2030.



### Our seven themes

Dorcas will apply seven programmatic themes to sharpen expertise, strengthen our track record, and define clear organisational positioning. By 2030, we aim to harmonise and standardise our approaches resulting from these themes through a lens of inclusion and vulnerability, with community-based programming as our core approach.



### Crisis Response

We respond to acute and protracted crises through anticipatory action, lifesaving assistance and comprehensive recovery support.

'In countries like Ukraine, South Sudan or Yemen, Dorcas makes a long-term difference for people who find themselves squeezed into situations that are difficult to cope with. We provide support such as cash assistance, which empowers people, respects their dignity and gives them hope.'

*Eva van Iwaarden,  
Humanitarian Assistance  
Expert*



### Protection

We protect people vulnerable to poverty, exclusion, crisis and violence through integrated measures, targeted prevention and advocacy for systemic change.

'Women's safe space in Lebanon supports Lebanese, migrants and refugee survivors of gender-based violence. Life skills training and peer groups help women regain their independence. Many of them then help other women to access services and speak out.'

*Najla Chahda,  
Country Director Lebanon*



### Community Development

We partner with communities in vulnerable situations through collaborative, asset-based and conflict-sensitive approaches that enhance their capacity, resilience and quality of life.



'Day care centres in Korça now serve as a model for effective social care for older people. With support from local

governance, they've become sustainable and inspired similar centres across Albania - bringing dignity, care, and hope through community collaboration.'

*Xheni Prenda,  
Country Director Dorcas Albania*

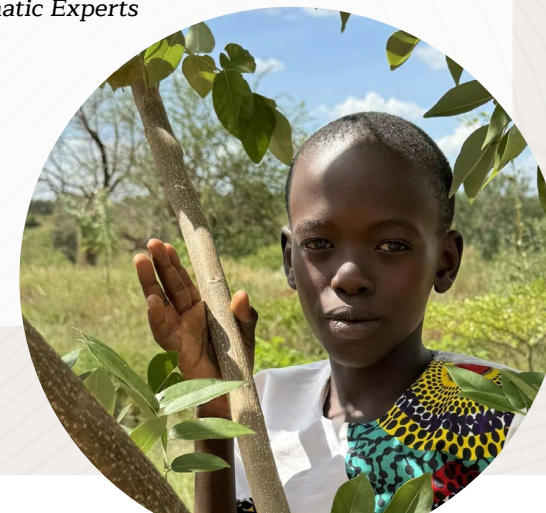


### Climate Adaptation

We enable farmers and citizens to adapt, protect themselves, build resilience and flourish in the face of climate change impacts.

'Climate change impacts livelihoods in rural areas. Dorcas enables communities to adapt to these changing circumstances. For example, in Eastern Africa, trees are planted in communal spaces or as part of agricultural activities. Trees provide shade, fruits and nuts, and contribute to a healthier soil.'

*Heleen Berend and Daniella Maroma,  
Thematic Experts*





### Water

We provide communities with access to clean water and promote its sustainable use so everyone can flourish as environmental conditions change.



'Over 25 per cent of humanity lack access to clean and safe drinking water.

Dorcas works in public-private partnerships to improve water, sanitation and hygiene facilities. For instance, over 115,000 people in Kenya gained access to clean water in the Siaya water and sanitation project.'

*Edwin Onyancha,  
Country Director Dorcas Kenya*



### Livelihoods and Food Security

We support people in finding sustainable livelihoods, increasing resilience and contributing to community well-being, with particular attention to food security.

'Dorcas' farmer field and business schools in Upper Egypt offer weekly, hands-on training in agriculture, business, and resilience. These schools have empowered over 15,000 women farmers to boost their income, reduce input costs, and take on leadership roles within their communities.'

*Peter de Hoogh,  
Thematic Expert*



### Economic Development

We empower people to improve their job skills, start small businesses, and connect to inclusive markets to secure income and reduce poverty.

'Dorcas focuses on value chain development to improve job prospects and incomes. Thanks to the camel milk value chain project in Moyale on the Kenyan-Ethiopian border, hundreds of crisis-affected pastoralists and cooperative members now earn better and stable incomes.'

*Lenard Hofland,  
Livelihoods and Economic Development Expert*



### Sustainable Development Goals

Our seven programmatic themes contribute to these Sustainable Development Goals (SDGs):



## 05 | Our country operations

# Local power strengthens communities

Dorcas drives lasting change not from the top down, but through the power of local communities. We place local communities at the heart of country operations in the Middle East, Eastern Europe and Eastern Africa. We apply our programmatic themes flexibly across regions to respond to diverse realities while investing in local leadership, capacity building and community-driven change. By 2030, country offices will have expanded their programme portfolios by 40 per cent, thereby strengthening both their sustainable presence and overall impact.

### Building local capacity

Building local capacity is at the core of our approach across all regions. Country offices will strengthen internal systems and invest in local partners and communities to ensure ownership and sustainability. This will range from empowering local NGOs in Yemen and Iraq, to supporting grassroots centres in Ethiopia, to driving innovation in Albania, Moldova and Romania. Local staff numbers will increase and the international office will assume a more supportive role, reflecting our deepening shift toward decentralisation. Our goal is to have strong, interdependent country offices that are agile, responsive, and rooted in local realities.



### Middle East: moving beyond crises

In the Middle East, we will blend humanitarian assistance with long-term development, focusing on livelihoods, protection and climate resilience. We will prioritise community-led initiatives with an emphasis on gender equality and social inclusion, particularly in vulnerable and post-crisis settings. Our programmes will integrate vocational training and income-generating activities across Egypt, Lebanon and Yemen. In Lebanon and Syria, significant mental health components will be included, focusing on psychosocial support and mental health services. Climate adaptation will be the main focus in Iraq.

Income-generating activities in Egypt and Lebanon produce revenue or income for individuals, households or organisations.



In Yemen, cash and voucher assistance enables people to purchase the goods and services they need most, such as food, medicine, shelter, or other essentials. This approach means people retain the ability to manage their own lives.



The 2023 earthquake in Syria and its aftershocks caused considerable stress in people's lives. Dorcas provided a range of mental health and psychosocial care services to restore people's sense of well-being and prevent other stress-related complaints.



Iraq desperately needs climate-smart agricultural solutions like the Waterboxx. This rainwater and dew collector slowly supplies the soil with moisture, enabling plants to grow and countering desertification.



## Eastern Europe: leading change

Our focus in Eastern Europe is on protection, livelihoods and economic development. We will empower local civil society organisations and community actors to lead change, particularly through vocational training, entrepreneurship and inclusive policy engagement. In Moldova and Romania, our protection initiatives will safeguard populations vulnerable to poverty and exclusion, whereas in Albania, the focus will be on enhancing livelihoods through sustainable agriculture and agritourism. Due to the protracted conflict, the focus in Ukraine is on humanitarian assistance and recovery.



Thanks to training and a microcredit, Monda from Albania has a successful vegetable growing business. Monda's family now has a good income, and she shares her knowledge and experience with others in her community.



Community safety nets in Romania and Moldova restore the dignity of older people through social, intergenerational, income-generating and spiritual activities. Local communities discover that they can enable their older people to flourish.



In Ukraine, we deliver vital humanitarian assistance to IDPs and vulnerable families living close to the contact line. We also provide essential non-food items kits for people with a disability and people who lost their homes.



## Eastern Africa: climate adaptation and community resilience

Country offices in Eastern Africa will focus on climate change resilience, sustainable agriculture and community empowerment. We will mobilise local structures to reach marginalised populations while using advocacy and social impact investment to scale sustainable solutions. Our climate adaptation work in Kenya and Tanzania will build community resilience through sustainable agricultural practices, land and water resource management, and climate-proof water systems. In Ethiopia, Tanzania and Kenya, we will promote youth employability and alternative income-generating activities. In South Sudan, we will continue to support internally displaced persons, returnees, and host communities by strengthening livelihoods, improving water and sanitation, fostering entrepreneurship, and promoting peacebuilding and climate resilience. Dorcas realises these projects with ZOA through the joint organisation ZOA Dorcas South Sudan.

With a public ownership-private management model, Dorcas has provided sustainable access to safe water and sanitation in the Siaya region of Kenya. Other organisations are keen to replicate this innovative approach.



Many young people in Ethiopia would rather take the risk of unofficial migration than face bleak prospects at home. Dorcas therefore invests in vocational training and employment opportunities to give young people a hopeful future.



In Tanzania, Dorcas deploys the Participatory Integrated Planning (PIP) approach to empower smallholder farmers as they face the challenges of climate change and land degradation. This has led to significant progress in improving food security, economic resilience and climate-smart agricultural practices.



# Income generates change

Dorcas will expand its reach and the number of people it supports by securing more institutional and government funding, attracting additional supporters, and engaging more volunteers who drive our mission and build a movement for positive change. We aim to raise at least 40 per cent of our income through private funding. We will obtain the remainder from institutional donors, foundations and innovative fundraising initiatives.



## Our shops and volunteers

With its shops, Dorcas aims to become the largest charity thrift store chain in the Netherlands by doubling results through consistent annual growth and opening new stores each year. We will focus on continuous quality improvement and a clear shop formula built on low pricing, high quality, sustainability and connection. We will invest in professional voluntary staff and develop our volunteer policy so that we become a leading volunteer organisation where thousands of dedicated shop volunteers serve with passion.



## Our fundraising and supporters

Dorcas will double the number of people supporting our mission through annual increases in fundraising. We will build long-term relationships with supporters through

a phased journey: attract, activate, engage and nurture. Together with the country offices, we will foster a culture where supporters contribute through financial gifts, time and prayer to build trust and create meaningful connections.

We know our supporters, and we will provide them with tailored content, express our gratitude to them and respect their privacy. Transparency and continuous improvement will guide all our campaigns and communications. Fundraising efforts will be supporter-centric, data-driven, and maintain the Dorcas style. We will strengthen the Dorcas brand in the Dutch public and Christian communities, increasing our visibility and engagement. By addressing global challenges like poverty and climate resilience, we will inspire collective action.



## Our partnerships

Dorcas will establish increased diversified funding through strategic relationship management, increased consortium participation and strengthened donor expertise around key institutional funders, including humanitarian assistance contributors. We will balance securing long-term development funding with our short-term humanitarian financing needs.

We will achieve alignment with programmatic priorities, such as climate resilience, by deepening our thematic funding knowledge and ensuring Dorcas is represented at relevant events,

conferences and symposia. These engagements will position Dorcas as a recognised centre of expertise in key themes.

## We will secure external funding at three levels:

- Institutional funding: This will be a joint effort with country offices in the lead. They will follow local and regional fundraising strategies with tailored support from the international office. Colleagues at the international office will inspire, train and advise country office teams as they secure financial stability for project portfolios.
- Dutch foundations: We will explore partnerships with family offices, foundations and impact-driven businesses in the Netherlands. Colleagues at the international office will lead proposal initiation and donor relationship management, with support from country offices.
- New businesses: We will build relationships with impact investors and platforms, and participate in transactions with developmental institutions, NGOs, impact investment funds, and subsidiaries of businesses and financial institutions. We will explore bold and innovative fundraising initiatives as the shifting donor landscape demands fresh thinking and new capacity to identify viable business cases, create financial projections, assess scalability and market these cases to potential investors.

# Looking after people and the environment

## Our people

Dorcas invests in people. We need highly capable and motivated individuals to realise our mission. As we decentralise with stronger, more independent country offices, we will balance alignment (through centralised support and strategic guidance) with autonomy by building local expertise and capacity. We will ensure alignment by offering standardised HR, IT and finance products and services across all country offices, including consistent recruitment, performance management, fair salary structures and leadership development. HR will also provide clear policies, support staff well-being and track learning and engagement. IT will ensure secure, user-friendly systems and digital tools that improve efficiency, while Finance will ensure transparent,

compliant and timely processes that enable sound decision-making. We will enable autonomy at the country office level through flexible, responsive HR, IT, and finance solutions tailored to local contexts. This will include the ability to adapt processes to local realities while ensuring accountability and alignment with Dorcas values and standards.

Last but not least, we will focus on capacity building. Staff will receive training in programmatic expertise, MEAL, climate change, mental health, fundraising, communications, leadership, team building, and HR management. Training will combine in-person sessions, Dorcas Academy digital learning, peer coaching and regional opportunities. We will foster a culture of continuous learning, with

comprehensive staff completion of mandatory courses that support well-being, equip leaders to guide teams, and strengthen the use of IT and financial systems to drive organisational growth.

## Corporate social responsibility and creation care

Dorcas seeks to balance human development with environmental responsibility to create a lasting impact. We aspire to be climate-neutral by reducing greenhouse gas emissions, using resources efficiently, and offsetting remaining emissions. We will travel green, conduct footprint analyses, and apply eco-friendly practices in procurement, IT, and operations.

Our corporate social responsibility ensures the impact we create benefits

people, peace, the planet and partnerships. Dorcas shops will embody circular economy principles, while our projects will support communities facing climate challenges by building resilience and reducing risk. We will implement environmentally friendly policies across all offices, shops and programmes.

With new climate and sustainability regulations on the horizon, we will establish clear policies, measurable goals, and indicators. Strong reporting systems will ensure compliance with international and donor standards, which will strengthen our credibility and position with institutional partners. We will use resources wisely, protect the environment, and contribute to a fair and just world.

## 08 | Our growth journey

# Growing with quality and a clear position

Dorcas will create more impact through smart cooperation with like-minded organisations. We will align our work, complement each other's strengths, and merge our efforts where possible. Then we can become a genuine and growing movement, inspired by our faith and committed to enabling people and communities to flourish.

### Innovation

Innovation drives impact in our rapidly changing humanitarian and development landscape. By 2030, Dorcas will strategically invest in programmatic and organisational innovation, integrating it into our culture to create greater impact, work more efficiently and adapt to new challenges. We will achieve this by focusing on three areas:

#### 1. Innovation investment

We will allocate dedicated resources, including a centralised innovation fund to support new ideas across programmes, fundraising, communication and technology. We will develop innovative solutions, ranging from programmatic interventions like

climate resilience to financial models, such as impact investments, and operational improvements through IT and the use of AI. Clear guidelines will ensure these investments align with our strategic priorities.

#### 2. Innovation mindset

We will cultivate an innovative mindset across all Dorcas levels, encouraging experimentation and knowledge sharing. We will develop suitable organisational models to ensure innovation is strategically managed and linked to external expertise.

#### 3. Measuring impact and learning

We will define KPIs to track new funding streams, innovative projects and knowledge partnerships. Through trial-and-error approaches, we will learn from successes and failures to ensure continuous improvement.

### Quality control and risk management

Dorcas will meet all relevant quality standards through continuous improvement. We will maintain external certifications, including the

Core Humanitarian Standard, ISO 9001, Partos 9001 and CBF (Dutch Central Fundraising Bureau), and expand the certifications we have to cover all organisational elements, including Dorcas shops.

Quality assurance and control are embedded into organisational processes with shared management and staff responsibilities. Regular compliance checks and comprehensive internal audits will ensure consistent quality across our shops, programmes and offices. Through continuous improvement and quality control, we will deliver optimal support to the people we serve.



### Corporate positioning

We will position Dorcas as a key partner in humanitarian and development cooperation, while enhancing our visibility to engage people, organisations and partners. This will be reflected in stronger brand strength within the Dutch humanitarian sector and increased name recognition, expanded lobby and advocacy activities at both local and international levels, broader media coverage and a more prominent digital presence.

In addition, through impactful stories and data, we will establish a strong reputation and engage public support for development initiatives, influence Dutch foreign policy, and enhance strategic collaborations. Communication, networking and advocacy will be crucial positioning elements aligned between international and country offices.

We will support country offices in local advocacy, communication and partnership-building, ensuring they have the resources and networks to effectively promote their work, position themselves, and influence policies. This focused and aligned approach will enhance our visibility, impact and cohesive narrative across all levels.

# Agile growth in uncertain times

Our income functions as an agile, supportive hub that enables us to balance centralised alignment with country office autonomy. Finance and control provides strategic, data-driven insights across the organisation through embedded business and finance control, by offering dashboards and reporting tools that visualise key financial metrics

for informed decision-making. Country offices will operate with increased autonomy and financial independence. They will access tailored financial insights, clear guidelines and KPIs suited to local contexts.

Against a background of global volatility, Dorcas will pursue agile growth



through diversified funding portfolios and flexible funding sources. We will acquire a relatively larger share of funding from external sources through innovative ‘new business’ ambitions, including projects in which we cooperate with companies and entrepreneurs in ways that go beyond traditional NGO partnerships. This strategic shift will address current market uncertainties while positioning Dorcas for sustainable expansion.

Income raised through private funding will develop consistently, but at lower growth rates than external income and income from shops. This balanced approach will ensure the financial stability of Dorcas while allowing us to embrace innovation and adaptability in an evolving funding landscape that demands fresh thinking and strategic partnerships.

| Our financial ambitions (in millions of euros)              | 2026        | 2027        | 2028        | 2029        | 2030        |
|-------------------------------------------------------------|-------------|-------------|-------------|-------------|-------------|
| <b>Available for our objectives</b>                         |             |             |             |             |             |
| Awareness                                                   | 1.8         | 2.0         | 2.1         | 2.3         | 2.4         |
| Humanitarian Assistance and Recovery                        | 20.8        | 22.0        | 22.4        | 22.3        | 22.5        |
| Development                                                 | 15.8        | 16.7        | 22.1        | 26.9        | 31.6        |
|                                                             | <b>38.4</b> | <b>40.7</b> | <b>46.6</b> | <b>51.4</b> | <b>56.5</b> |
| <b>Expected income</b>                                      |             |             |             |             |             |
| Private income                                              | 12.0        | 13.0        | 14.1        | 15.3        | 16.7        |
| Income in exchange for delivery of products and/or services | 6.3         | 7.4         | 8.6         | 10.1        | 11.8        |
| Government subsidies                                        | 13.5        | 15.6        | 17.1        | 18.0        | 19.3        |
| Other non-profit organisations*                             | 11.8        | 10.1        | 12.2        | 13.7        | 14.8        |
|                                                             | <b>43.6</b> | <b>46.1</b> | <b>52.0</b> | <b>57.1</b> | <b>62.5</b> |
| <b>Supporting costs</b>                                     |             |             |             |             |             |
| Fundraising expenses                                        | 2.6         | 2.9         | 3.0         | 3.2         | 3.3         |
| Management and administration expenses                      | 1.9         | 2.1         | 2.1         | 2.3         | 2.4         |
|                                                             |             |             |             |             |             |
| <b>Balance</b>                                              | <b>0.8</b>  | <b>0.4</b>  | <b>0.3</b>  | <b>0.3</b>  | <b>0.2</b>  |

\* This includes Dutch foundations, new businesses and other non-profit organisations.

Figures stated in the table are expected growth based on our ambitions and possibilities foreseen at the start of the strategy period. Our ambitions are clear but given the current global volatility these specific figures are subject to change.

We take action in the face of poverty,  
exclusion and crises. We come alongside  
marginalised people and communities and  
jointly create opportunities for them to flourish.  
This is how we follow Jesus' example.