

Strategic Plan
Dorcas
Egypt

From crisis to resilience **2026-2030**

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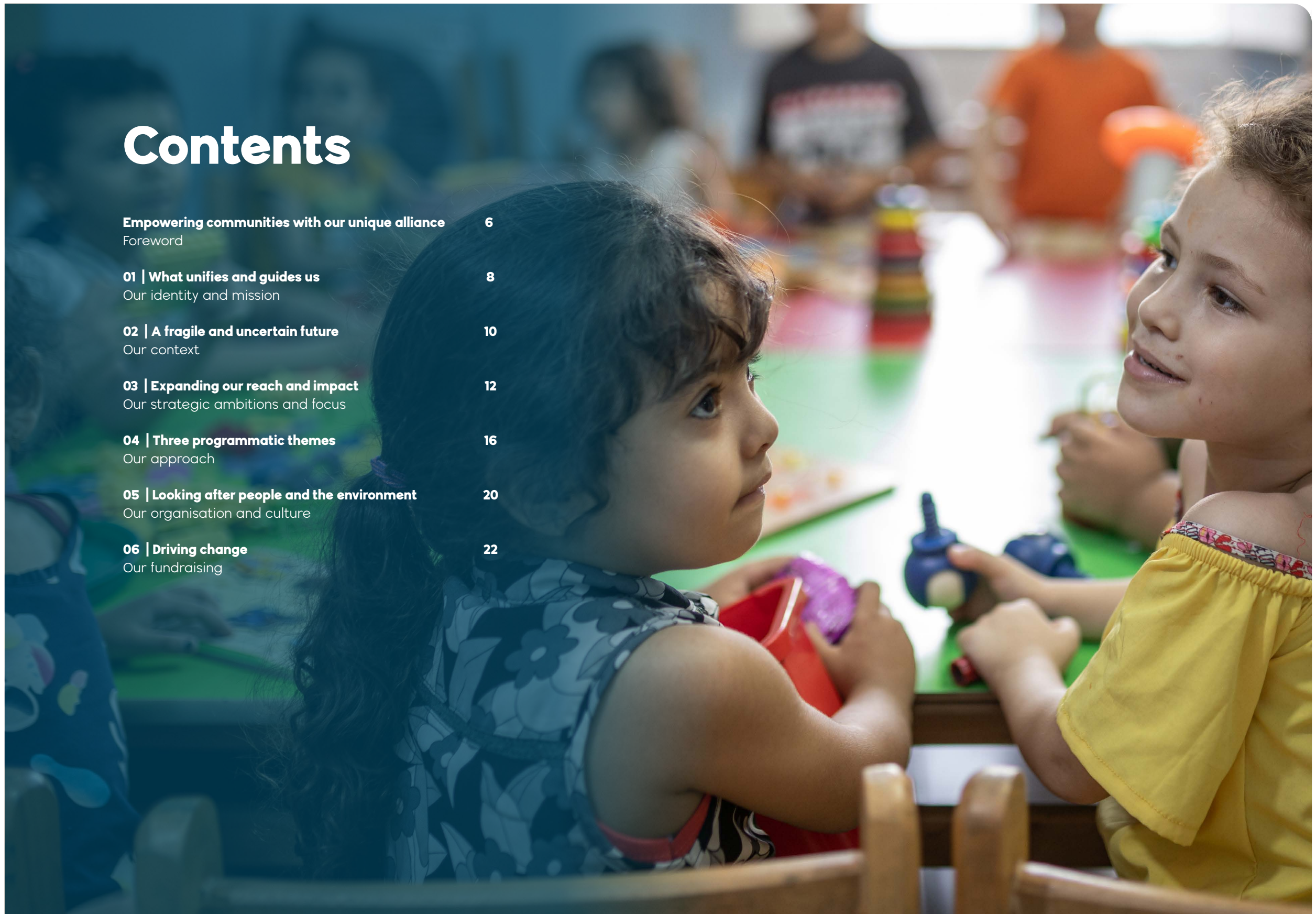
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This public version of the Dorcas in Egypt
Strategic Plan 2026-2030 is a concise version
of the internal document.

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Empowering communities with our unique alliance

Dorcas in Egypt - in 2030

In 2030, Dorcas will have a strong and trusted presence in Egypt across our focus regions: rural Upper Egypt and the informal settlements of Cairo. As an alliance, we will work hand in hand with our local partners, combining strengths and sharing expertise to bring lasting change. We will be recognised for our knowledge and capacity in sustainable agriculture, women's empowerment, child

development, disability inclusion, and holistic community transformation. Our approaches will put people first by integrating mental health and psychosocial support, while creating pathways out of multidimensional poverty. By doing this, we will fulfil our vision of flourishing communities where families thrive, children are protected, and vulnerable groups are empowered to live in dignity and hope.

Foreword

Egypt stands at a critical juncture. It faces interconnected challenges that demand innovative, community-centred solutions. The ongoing refugee crisis, economic volatility, and persistent poverty particularly affect women, girls, and marginalised communities in rural areas and informal settlements, and so that is precisely where Dorcas focuses its efforts in Egypt.

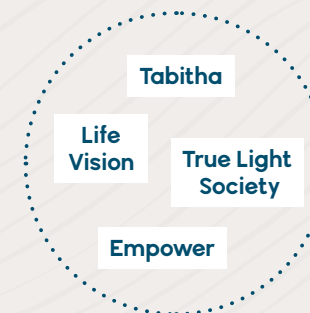
The Dorcas Strategic Plan 2026-2030 for Egypt represents a bold evolution in our approach. Rather than working as a single organisation, we have pioneered an alliance model comprising four specialised locally registered entities: Life Vision, Tabitha, True Light Society, and Empower. This structure allows us to leverage distinct expertise whilst maintaining our unified commitment to Dorcas values and methodologies.

Agricultural Programme, and Flourishing Communities. These initiatives address Egypt's multidimensional poverty through evidence-based approaches that integrate protection, livelihoods development and community empowerment. We mainstream climate adaptation and resilience, inclusion and advocacy throughout our work, recognising these as essential for sustainable transformation.

What sets us apart is our commitment to personalised, deeper impact over broad reach. We focus on families and individuals through tailored intervention plans that use proven approaches. Our participatory community development methodology empowers local structures whilst building social cohesion.

Together with government actors, civil society partners, and the communities we serve, Dorcas in Egypt is building pathways from crisis to resilience, creating lasting change that honours human dignity and potential.

Mona Wissa
Country Director
Dorcas in Egypt



Our response centres on three flagship programmes: Oases, Comprehensive

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 that 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 crisis. We come alongside marginalised people and communities and together 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.

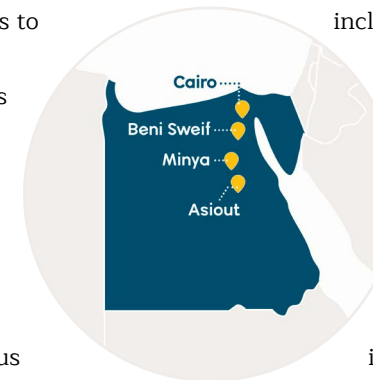
We are driven by compassion. We follow Jesus' example - out of love for our neighbour. We stand beside you - whoever you are.

Where we work

Dorcas in Egypt operates in five geographical focus areas: Minya, Beni Sweif, Asiot, and two informal settlements in Cairo.

In rural areas (Minya, Beni Sweif, Asiot), Dorcas implements the Comprehensive Agricultural Programme through Farmer Field and Business Schools to address sustainable agriculture, women's empowerment, and community development using participatory approaches. In Cairo's informal settlements, the focus

shifts to the Oases programme, which provides child development, family-based care, and protection services for vulnerable populations. The Flourishing Communities programme operates across all our locations, delivering community-based rehabilitation, disability inclusion, and graduation models for families experiencing multidimensional poverty. Mental health and psychosocial support are integrated throughout all interventions.



A fragile and uncertain future

Economic challenges and poverty

Egypt struggles with inflation and decreasing purchasing power. Much of the population lives in extreme poverty, particularly in rural areas and informal settlements, struggling to afford basic necessities.

Climate change

Rural communities face critical climate challenges, including water scarcity, extreme heat, and agricultural instability. Limited infrastructure and resources hinder their ability to cope with climate shocks. However, grassroots initiatives, traditional knowledge, and targeted interventions, such as climate-smart agriculture, are helping to build resilience and protect livelihoods.

Social barriers and people in vulnerable situations

Women face cultural and structural barriers that prevent them from fully participating in the labour market. The quality of education is poor, and girls experience additional discrimination in the education system. Social and familial pressures discourage women from seeking employment, perpetuating cycles of poverty and limiting opportunities.

Donor and funding landscape

There are good opportunities for

external funding within a diverse funding landscape if the emphasis is placed on long-term collaboration, local resource mobilisation and specialisation to attract donors aligned with national priorities and community-based development approaches.

Technology

Rural communities face significant digital exclusion despite the expanding infrastructure. Limited access to devices, connectivity, and digital literacy creates persistent disparities. National efforts in e-governance and fintech are showing progress, but gaps still need to be bridged to ensure that technology benefits vulnerable and underserved populations equally.

Refugee crisis

Egypt hosts many refugees from the surrounding region. This influx places an additional burden on already strained resources, including housing, healthcare, and education.

Unemployment and gender inequality

Unemployment remains pressing with limited job opportunities, especially for women. Despite microfinance initiatives and entrepreneurship programmes promoting women's economic empowerment, overall female labour participation rates remain low due to social barriers.

03 | Our strategic ambitions and focus

Expanding our reach and impact

Strategic ambition

Dorcas in Egypt's strategic ambitions centre on achieving sustainable **growth**, delivering enhanced **quality**, and strengthening our **position** as Egypt's trusted development partner. Through

our innovative alliance model, we aim to expand impact whilst maintaining excellence in programme delivery and establishing ourselves as specialists in community-led development.



Grow

We will expand our operations to five geographical focus areas and aim to **reach 25 per cent more** individuals by 2030. Our portfolio is expected to grow to **€ 1.5 million**, with external funding accounting for two-thirds of the total income. We will achieve fund diversification by establishing relationships with ten different funding sources and developing strategic partnerships across specialised networks. Staff capacity will expand to accommodate programme growth whilst maintaining our commitment to personalised, **deeper impact** approaches that prioritise quality over quantity.

Quality

Quality enhancement will focus on developing contextualised measurement tools and accurate impact assessment systems. We will achieve **improved compliance** standards across all alliance entities, with programme staff fully understanding objectives and indicators. **Evidence-based approaches** will guide all our interventions, supported by regular evaluations that generate **actionable recommendations** for continuous programme improvement.

Position

We will establish a clear brand definition across all four alliance entities, showcasing our unified vision, mission, and methodologies. Enhanced communication capacity is expected to **increase brand recognition by 25 per cent** through improved media channels and websites. Strategic positioning will demonstrate our specialised expertise, attracting partners and donors who seek high-quality, locally-led development solutions.

Strategic focus

1

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

We will continue to develop evidence-based programmes and build strong track records. By 2030, we will have designed contextualised monitoring, evaluation, accountability and learning (MEAL) tools to measure our long-term and medium-term objectives. Dorcas in Egypt will conduct evaluations with actionable recommendations to adapt our programmes where needed. Finally, we will ensure all programme staff understand our objectives and indicators.

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 our programmatic

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

themes. By 2030, we will develop expert staff in the thematic areas of community mobilisation, case management, value chains, climate resilience, cooperatives and social enterprises.

3

Fund diversification to increase our donor base

We will increase our use of impact stories and evidence-based track records to become more attractive to funding agencies. We will establish strategic partnerships with specialised networks focusing on protection, community development, livelihoods and economic development. Structured fundraising plans with multiple donor bases will be developed for each alliance member.

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 in Egypt as a leading partner in humanitarian and development cooperation. We will achieve clear brand definition across all four alliance entities, increase brand recognition by 25 per cent, and develop sufficient capacity to showcase our work through media productions.

5

Local power to increase local capacity

Dorcas in Egypt will operate as an alliance of locally registered entities governed by active local boards. We will improve Core Humanitarian Standard scan ratings, ensure timely financial reporting, conduct regular compliance reviews, and develop dedicated proposal writing capacity whilst maintaining functional MEAL frameworks across all projects.



04 | Our approach

Three programmatic themes



Protection



Economic
Development



Livelihoods and
Food Security

How we do things

As a faith-based organisation, Dorcas in Egypt follows eight principles that enable us to help people and communities 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. Dorcas in Egypt will focus on three key programmatic themes as we work toward 2030.

Our three themes

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





Protection

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

Jomana's family struggled with poverty, forcing her into an orphanage. We welcomed them back together, enrolling her siblings in our nursery and providing essential support. Now Jomana excels academically, draws freely, and her parents strengthen their family through literacy groups and parenting sessions.



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.

Magda farmed with limited knowledge and low yields. Through our training, she transformed her skills in agriculture, poultry, and livestock care. Her harvests tripled, she launched home businesses, and gained confidence. Now she manages multiple enterprises, inspiring neighbours and securing her family's future.



Economic Development

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

Shereen wanted to support her family but lacked proper sewing skills. We provided free training that unlocked her potential. Using her mother's old machine, she now runs a thriving home business, sewing for her village and dreaming of expansion alongside her daughter.



05 | Our organisation and culture



Looking after people and the environment

Our people

Dorcas in Egypt will ensure that all staff receive comprehensive training to meet compliance standards across multiple areas, including work ethics, transparency, accountability, and the code of conduct.

Finance staff will receive specialised training in grant compliance, anti-fraud measures, and strong internal controls. Administrative staff will be trained

on HR, contracting, and workplace policies. Programme staff will receive regular training on themes such as inclusion, advocacy, gender equality, and safeguarding policies. Field staff and front liners will be trained on feedback and complaint mechanisms and procurement compliance. We will provide onboarding for new staff and refresher training for existing employees, fostering a culture of

knowledge sharing. By 2030, we expect staff numbers to grow to eight office support staff and eighty project staff to support expanded operations.

Our capacity

Dorcas in Egypt will strengthen organisational capacity through the innovative alliance structure comprising four specialised entities: Life Vision, Tabitha, True Light Society, and Empower (company). This diversification extends opportunities and allows for a professional positioning when addressing donors. Each entity will establish its own unique track record backed by evidence. They will also tap into knowledge and practices from resource partnerships for continued learning. The alliance will develop expertise in community mobilisation, case management, value chains, climate resilience, cooperatives, and social enterprises by 2030. Empower will generate funds by

providing professional services, including quality tools, MEAL assessments, financial auditing, capacity-building programmes, business development services, vocational training, and hubbing services. It will monitor quality standards across alliance members, build their capacity, and ensure compliance with Dorcas culture, values, identity, strategy, and policies.

Our environment

Dorcas in Egypt is committed to caring for the environment through practical, measurable actions. Our office promotes energy conservation, carpooling and reduced air travel. We encourage staff to recycle electronics, use eco-friendly supplies and minimise plastic use. Water-saving practices and sustainable purchasing are prioritised. These efforts align with the Dorcas corporate sustainability goals and contribute to our ambition of becoming climate-neutral by 2030.





Driving change

Dorcas in Egypt expects its total income to increase to €1.5 million by 2030, with two-thirds of this derived from external funding sources. This represents significant growth from current levels through strategic fund diversification across ten different funding sources, reducing dependency on any single donor.

The alliance structure will be central to income generation. Each of the four entities (Life Vision, Tabitha, True Light Society, and Empower) will develop distinct donor bases of at least three strategic resourceful donors. This specialisation allows professional positioning when addressing donors, demonstrating expertise rather than appearing as generalists.

By 2028, we will develop structured fundraising plans for each alliance member, supported by membership in specialised networks focusing on protection, community

development, livelihoods and economic development. These networks will provide access to funding opportunities whilst enhancing technical expertise.

The Empower entity will generate additional income by providing professional development services, including business development support, vocational training and consultancy services. This diversifies revenue streams beyond traditional donor funding.

Partners and donors increasingly seek out the alliance for their specialised track records and impactful services that contribute directly to Egypt's national development plan. This positioning ensures sustainable income growth whilst delivering meaningful change through collaborative partnerships that leverage each entity's unique strengths and expertise.

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.