

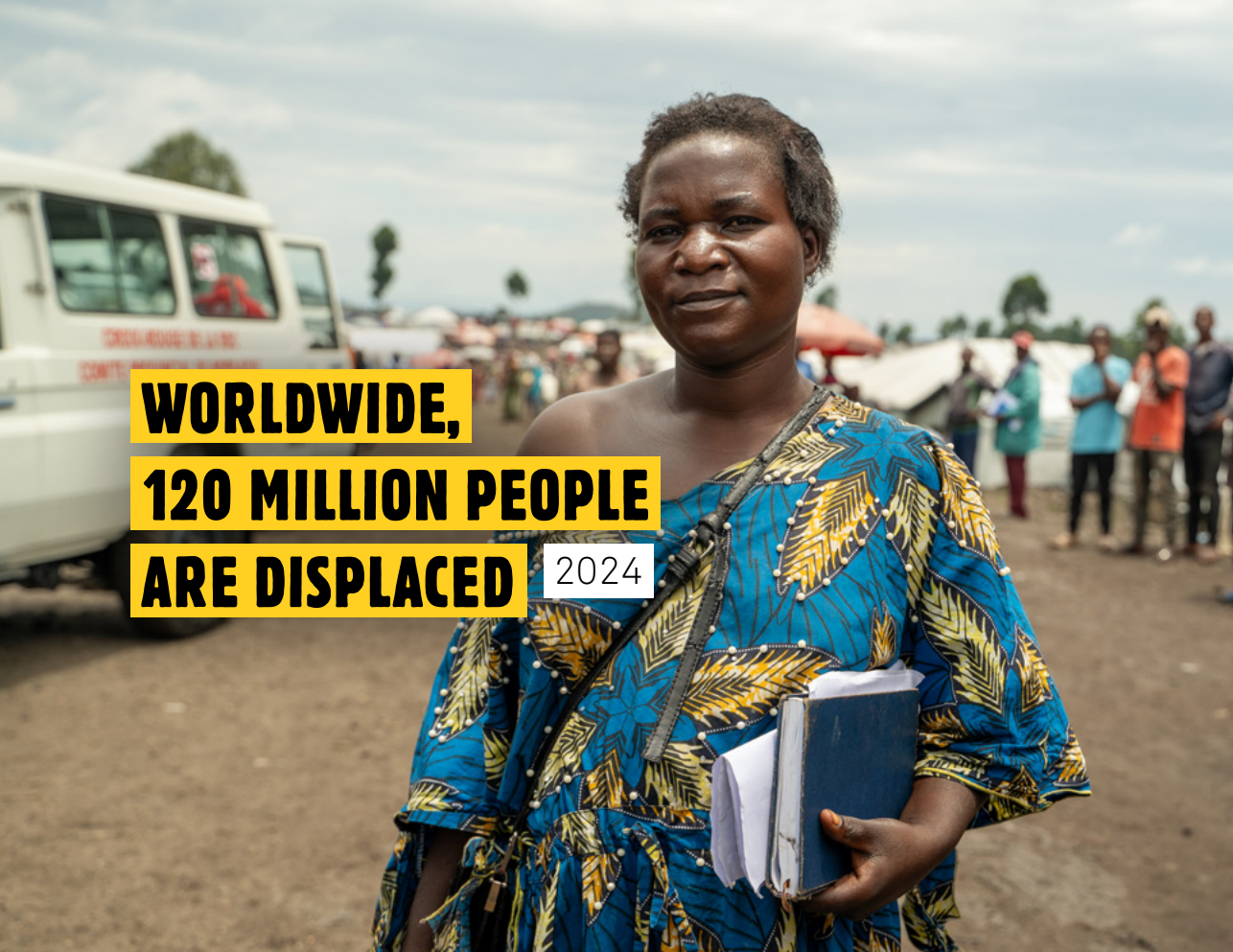
ANNUAL PLAN

2025



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**WORLDWIDE,
120 MILLION PEOPLE
ARE DISPLACED**

2024

1. SUMMARY

The Netherlands Refugee Foundation provides emergency assistance to victims of war and violence around the world, especially those who are hard to reach or receive little attention. We devote the resources we have available for relief efforts to life-saving assistance, with a special focus on non-communicable diseases and mental health care. We work with international and local partner organizations that can act quickly in the event of an acute crisis.

Humanitarian needs around the world have increased dramatically, mainly due to the long duration of conflicts, sharply deteriorating economic situations and climate change. Globally, the number of people on the run has risen to 120 million by 2024.

Emergency humanitarian aid is increasingly placed in a political context, (potentially) limiting access to people in need and criminalizing aid. We are invested in gaining humanitarian access to refugees and displaced persons. Together with other organizations, we work tirelessly on this. We also want to increase support for global refugee protection by showing the human behind the term “refugee” to the Dutch public.

Our sector is becoming increasingly dependent on private donors due to government budget cuts. As a result, more organizations will appeal to the Dutch public. Due to the long-standing decision not to depend on government funding for more than 25%, we already have a lot of experience with private fundraising and our own fundraising has grown significantly in recent years.

Although solidarity is under pressure, at the same time we see bright spots. Support from both our structural and one-time donors remains strong. We also see an increase every year in the number of people who walk with us at the Night of the Refugee.

2. THE ORGANISATION IN A NUTSHELL

The Netherlands Refugee Foundation was founded in 1976 by Mr. Cees Brouwer. Brouwer was, in the preceding years, the driving force behind numerous ad hoc fundraisers for refugees. In doing so, he mobilized churches, aid organizations, labor unions and employer organizations. Brouwer worked closely with Gerrit Jan van Heuven Goedhart, the first United Nations High Commissioner for Refugees. They knew each other from the resistance to German occupation in World War II.

The core mission of The Netherlands Refugee Foundation remains the same as it was in 1976: to provide assistance to refugees and displaced persons in acute need. In 2024, the foundation funded 89 programs in 30 countries. Since its inception, The Netherlands Refugee Foundation has worked with national and international partners who implement the aid projects.



3. MISSION, VISION AND CORE VALUES

MISSION

The Netherlands Refugee Foundation provides emergency assistance to people on the run who are victims of conflict and violence. The Netherlands Refugee Foundation provides aid regardless of religion, political views, ethnicity, nationality, gender and sexual orientation. The Netherlands Refugee Foundation is impartial and independent.

3. MISSION, VISION AND CORE VALUES

VISION

The Netherlands Refugee Foundation accomplishes its mission by providing international emergency assistance to refugees and displaced persons in crisis situations and brings the fate of refugees and displaced persons to the attention of the Dutch public. The Netherlands Refugee Foundation works on the basis of its own assessment of human needs and pays special attention to refugees and displaced persons who are difficult to access and/or have little attention. The Netherlands Refugee Foundation works in partnership with a number of carefully chosen, international and national, organisations and provides financial resources and expertise to these partners.

3. MISSION, VISION AND CORE VALUES

CORE VALUES

The Netherlands Refugee Foundation takes the dignity of the individual human being as its starting point. The Netherlands Refugee Foundation is self-willed, solution-oriented and flexible. The Netherlands Refugee Foundation encourages innovation and is open to special initiatives. The Netherlands Refugee Foundation values openness and critical thinking as the foundation of an organization that seeks to continuously learn and improve. The Netherlands Refugee Foundation strives to keep people safe in challenging circumstances and protect people on the run from exploitation and abuse whenever possible. The Netherlands Refugee Foundation strives for a safe working environment where employees feel heard, feel at home and where people treat each other with integrity.

4. ENVIRONMENT AND RISKS

The Netherlands Refugee Foundation continually identifies risks that could harm the delivery of aid, the acquisition of income or its reputation. The environment in which we work has changed again in recent years. This section describes the main changes in the environment with the resulting risks to the implementation of the 2025 Annual Plan.

Growth in number of conflicts

The world counted 59 conflicts last year, the highest number since 1946. These are conflicts between two states or between a state and rebel group(s). More and more countries are experiencing multiple conflicts at the same time. The complexity of conflicts is increasing because there are more and more conflicts with more than two parties involved, such as jihadist groups making aid delivery more difficult. Conflicts are also becoming more international as warring parties receive support from a third country.

Increase in humanitarian needs worldwide

Humanitarian needs around the world have increased dramatically, mainly due to the long duration of conflicts, sharply deteriorating economic situations and climate change. Globally, the number of people fleeing has risen to 120 million by 2024. Of these, more than half are fleeing within their own countries. The countries with the highest numbers of internally displaced people are Sudan (9.1 million), Syria (7.2 million) and DR Congo (6.7 million). Of the refugees leaving their homeland, 69% are hosted in neighboring countries. Three-quarters of the refugees who have left their home countries are from five countries: Afghanistan, Syria, Venezuela, Ukraine and Sudan.

Many refugees leave their homelands because of war or conflict, but there are also those who are forced to leave their homes because of the effects of climate change. Reliable estimates of numbers of people displaced by climate change are as yet lacking. What is certain is that failure to adapt to climate change can lead to natural disasters or contribute to reduced livability of residential areas. It can also trigger conflicts over scarce resources such as fertile land and water.

People fleeing the effects of climate change, growing inequality or abject poverty often use the same escape routes as refugees from conflict and persecution. On these routes, everyone is in the same need for protection and assistance. The Netherlands Refugee Foundation does not distinguish between these groups, but bases its assistance on humanitarian criteria.

The legitimacy of multilateral cooperation and the international legal order is increasingly questioned

Since the outbreak of war in Ukraine and the Israeli military's continued occupation and violence in Gaza, the West Bank, Lebanon and Syria, Western countries have been increasingly criticized for the selective application of international humanitarian law (IHL) in armed conflicts. Western countries' support, including the Netherlands, for Israel's military actions in Gaza is at odds with Russia's or Syria's strict condemnation of similar attacks. Such double standards of parties violating IHL jeopardize not only the protection of Palestinians, but also the protection of civilians in other conflict zones. As the international legal order and humanitarian principles lose legitimacy, it also becomes increasingly difficult for humanitarian aid organizations to provide principled humanitarian assistance under the protection of international humanitarian law. The Israeli government's ban on UNRWA is a clear example of this. In the advocacy and communications of the Netherlands Refugee Foundation, the basic principles of humanitarian aid (neutrality and independence) remain central.

Sharply reduced access and insecurity in countries in which the Netherlands Refugee Foundation works

Increasingly, fleeing across national borders is made impossible or people are trapped by violence in their own homes. In an increasing number of conflicts, warring parties are violating the humanitarian law of war. As a result, aid organisations have less and less access to refugees and displaced persons. The consequence of the lack of security or obstruction by warring parties is that aid workers are increasingly at risk during their work.

Humanitarian aid is increasingly placed in a political context, (potentially) limiting access to people in need and criminalising aid. The Netherlands Refugee Foundation, along with other organizations, is also committed to humanitarian access to conflict zones in 2025 and continues to raise awareness of this issue with media and politicians. At the same time, the Netherlands Refugee Foundation will have to account for this reality in its security policy and prioritize the safety of all those involved in providing aid.

Support for refugee assistance under pressure

The political and public debate on refugees has hardened in recent years. The language used in this debate dehumanizes refugees, putting pressure on support for refugee assistance. There is mis- and disinformation on (social) media. Mis- and disinformation about refugees can result in reduced appeal of charities to donors, potential employees, or affect government funding. At the same time, there is increasing solidarity among other parts of the Dutch population with people on the run. The Netherlands Refugee Foundation will continue to use its communications to perpetuate and increase this solidarity in 2025.

Competition in the fundraising market

There is growing competition in the fundraising market. Many organisations will increase their efforts to reach private donors as government funding declines.

Also in 2025, we will ensure that the Netherlands Refugee Foundation is as distinctive as possible and maintains its decisiveness and speed.

5. PARTNERSHIPS

Since its founding in 1976, the Netherlands Refugee Foundation has worked with partner organisations that implement projects in the field. In doing so, the Netherlands Refugee Foundation looks specifically for partners who can act quickly in the event of an acute crisis.

To achieve the organisation's strategic ambitions, we look to our international partner, the Italian emergency relief organisation INTERSOS, as well as to the many national partners. Where the Netherlands Refugee Foundation and partner organisations share strategic ambitions, the relationship in 2025 will be strengthened beyond project-based support.

In recent years, partnerships with local partners have grown, partly due to the SHO actions around Ukraine and the earthquake in Turkey and Syria. Our experiences in these and many other countries show how local partners are often more effective and efficient in their work, and that they are closer to the affected population. That gives them improved access to vulnerable people.

In 2024 we cooperated with nearly 60 local partners, including 6 partners in Ukraine and 11 partners in Turkey and Syria, with whom cooperation will end in 2024. In 2024 we also started cooperation with 14 partners covered by the ASPIRE project.

The State Department-funded project ASPIRE (Advancing Sustainable Partnerships to Improve Resilience & Empowerment) focuses on equitable partnerships with partners in Türkiye, Lebanon and Iraq. We will start a partnership with 28 organisations in the coming years. The Netherlands Refugee Foundation will not only be able to provide long-term support to these partners, but also learn a lot about ourselves in

terms of cooperation, equity and sustainability. This will help improve our own policy on transformative and resilient local partnerships.

A maximum of 25% of the Netherlands Refugee Foundation's funds come from the Dutch government. These are closely defined projects in advance. Together with the partner, we ensure that these projects are carried out on schedule. The resources from private fundraising and the annual contribution from the National Postcode Lottery are more flexible.



IN 2024

**THE NETHERLANDS
REFUGEE FOUNDATION
FINANCED 89 PROJECTS
IN 30 COUNTRIES**

6. ORGANISATION

In 2025, in addition to the regular teams, we will have the Ukraine team, the Doctors' Aid team and the team of consultants for the BuZa-funded project ASPIRE. These teams will be fully deployed for the benefit of relief efforts in Ukraine and the Middle East (Iraq, Lebanon and Türkiye). The ASPIRE program runs until 2028. For the Ukraine program, there is still a grant application pending with RVO (the Netherlands Enterprise Agency). If this is approved, the team here too can continue working full time in the coming years. This will become clear in early 2025.

Team Operations has been strengthened with three national financial consultants for Ukraine, the Middle East and West Africa. Because localisation is an essential part of aid delivery, monitoring capacity is needed here, in addition to control, to strengthen local organisations where necessary. Management is through the regional representatives in coordination with the Finance team. To make sure that operations remain fast, efficient and supportive to all other teams, we will also invest in the necessary backstopping of the various positions. In doing so, we must continue to invest primarily in functional, technical applications. This applies to internal business operations, but also to the reporting of relief, communications and fundraising.

The culture of the organisation

Staff is the foundation of the organisation's success. Therefore, the Netherlands Refugee Foundation requires critical involvement from everyone and encourages openness within the organization.

Needless to say, the integrity policy remains high on the agenda, enshrined in the code of conduct. Central to this are respect, integrity, active listening and a safe working environment.

Diversity policy, inclusion and organisational sensitivity

Following the outcome of the employee satisfaction survey, the Diversity, Equity and Inclusion workshop took place in 2024. Based on this, a questionnaire was sent out and will be followed up in 2025 with feedback per team. Inclusive Leadership training is also part of this.

To be and remain an attractive employer in a diverse labor market, it is important to continue to invest in diversity policy. We look for ways of working in which all employees, regardless of their origin, can develop to their full potential in a way that meets the needs of the organization. We also look for ways to get people to work together in such a way that the added value of diversity is optimally utilized. Often, the diversity policy focuses on

recruitment and selection, but for a sustainable effect, attention to education, training and education as well as providing a pleasant working environment are also crucial.

Investing in efficient HR systems and employee developments

By 2025, HR administration will be automated. This will allow various functionalities to be automated. This means that claim workflow, recruitment and selection, digital personnel files will all be linked to one system. This will also allow for better reporting on various KPIs. With a more efficient workflow, more time will be available for strategic and tactical policies, such as the plan to set up an e-platform in 2025. In it, various trainings and an onboarding program can be offered in a low-threshold manner, such as annual trainings on diversity and inclusiveness, code of conduct and PSEA (Protection from Sexual Exploitation and Abuse). Training in communication and project management PSEA learning (also for our partners in the field) can also be included in the platform.

The structure of the organisation

The director-manager of the Netherlands Refugee Foundation determines the organisation's policies, which are overseen by the Supervisory Board. The director-manager also chairs the Management Team, in which the heads of the various departments are represented.

All teams have a weekly work meeting to ensure good coordination and to make clear working arrangements.

As in previous years, we have a work-from-home policy, which allows one or two days to work from home. One day a week we are all in the office. This way there is time and attention to also consult with colleagues from other teams. On this day, feedback on the outcomes of the MT and/or RVT meeting is shared with all staff, including those abroad.

Risk management and quality

The Netherlands Refugee Foundation invests in good risk management. Action plans to manage risks are reviewed periodically and shared with the entire organization. We hold the CBF accreditation passport, are ISO certified (new certification from November 2023, valid through November 2026) and meet the standard of ISO 9001-2015. In early 2024, we underwent the ORIA (Organisational Risk and Integrity Assessment) for the Ministry of Foreign Affairs. The Netherlands Refugee Foundation scored high on all parts.

The Framework Partnership Agreement (FPA) with EU-ECHO has been approved until 2027. The Netherlands Refugee Foundation is paying close attention to further tightening the security of its ICT systems which are increasingly managed remotely.

For both the SHO and also the DRA, The Netherlands Refugee Foundation has had to provide the necessary information by the end of 2024 so that it can be assessed whether

The Netherlands Refugee Foundation is still compliant. For the SHO the four-year compliance has not been assessed to date, for the DRA the two-year compliance has been positively assessed.

We continue to work out and implement further financial guidelines for the growing number of partners. Additional training sessions will also be organised to raise the level of monitoring of projects.

The expertise and skill within the Netherlands Refugee Foundation to write funding plans needs to be increased.

Sustainability Policy

The sustainability policy was adopted at the end of 2024. In 2025, additional attention will be paid per objective and per team to the proper implementation of the goals we have set. We test project implementation in part for aspects related to sustainability and the environment. An environmental paragraph is added to both project briefs and risk analyses. For the implementation of campaigns and events, we use an environmental impact analysis before starting. We will also, as in previous years, work with CO2 accounting.

Labor Rules

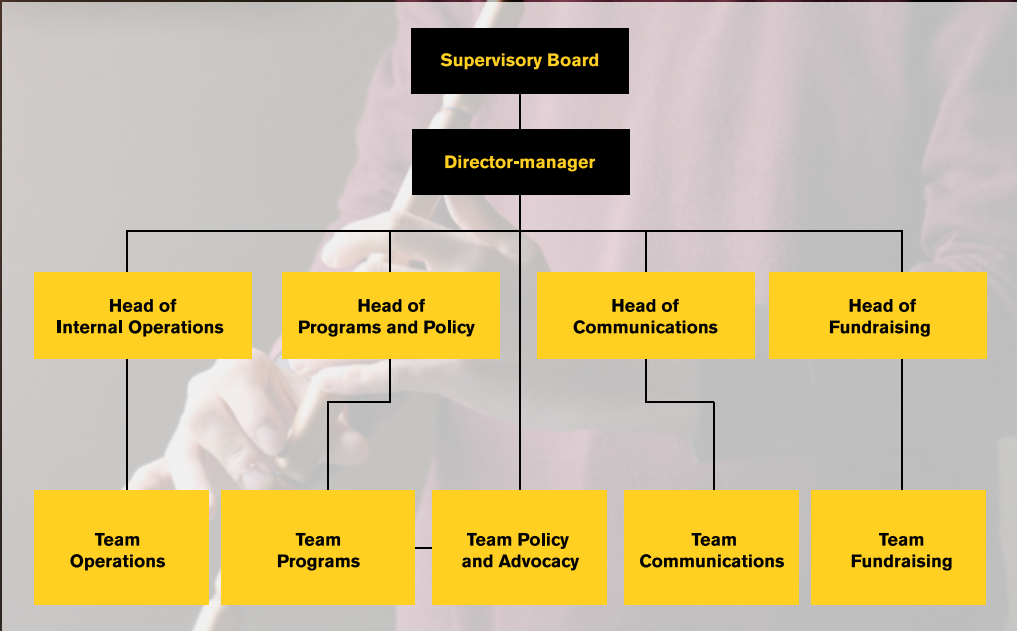
An update of the labor regulations will take place in 2025. In addition, guidelines have been established to motivate and help employees to recognize and prevent burnout symptoms in a timely manner. Furthermore, a development and training budget is available for employees (2% of gross wages) for personal development plans. Alignment of this takes place during annual assessment and performance interviews with employees.

Works Council

The number of employees employed by the Netherlands Refugee Foundation at the end of 2024 is 49. Despite the fact that we have not yet crossed the 50 employee mark, preparations have been made in 2024 to start a works council. Together with the HR team and the current employee representation, preparations are being made to hold elections during 2025 so that the works council can then be officially installed.

The Works Council has several important powers such as the right to advise, the right of consent, the right of initiative and the right to information. In addition, working conditions within organisations are the responsibility of employer and employee.

ORGANISATION CHART 2025



7. ANNUAL OBJECTIVES

7.A AUXILIARY AND ADVOCACY SERVICES

In 2025, we will pay great attention to coherent working to increase the autonomy of the team. We will streamline the use of the project registration system Malja and will better integrate strategic priorities into our way of working. In doing so, the workload will be better distributed within the team, both inside and outside the Netherlands. We will also explore working more frequently with students and/or volunteers to deepen parts of our work or to enable progress on temporary files.

We are committed to maintaining our ambitions in 2025 and updating our strategic pillars. The question is what we can expect from our partners to achieve these priorities.

We are committed to increased collaboration with local partners in conflict and hard-to-reach areas. In doing so, we will combine project support with capacity building for humanitarian access and risk sharing. Risk sharing and duty of care are two components we have integrated into our multi-year strategic plan 2025-2029. We focus on developing our policies around risk sharing and duty of care in our Localisation and Access (Frontline) plans. For Frontline, we are establishing a five-year plan, learning from ASPIRE and the DRA.

In addition, we are committed to improving our monitoring and evaluation policy, strengthening our financial monitoring and evaluation of supported projects.

We will continue our collaboration with fundraising for increased focus on fundraising opportunities for our work in Ukraine and for our strategic ambitions (humanitarian access, chronic diseases, psychosocial care, Frontiers of Europe and localization). Based on experiences with MFA, BHA and ECHO, we will also identify strategic opportunities for institutional fundraising. This will involve balancing investments in money and time with the expected workload and return on investment. We aim to have a multi-year fundraising strategy in place this year.

OBJECTIVES

Objective 1

The Netherlands Refugee Foundation, together with its partners, provides quality humanitarian aid with a special focus on groups of refugees and displaced persons who are difficult to reach and/or have little attention.

INDICATORS	REQUIRED ACTIONS
1.1 The Netherlands Refugee Foundation is present in between 25 and 30 countries, selected based on ACAPS score (4 or 5), perceived lack of media or political attention, and/or lack of humanitarian funding.	The developed annual country priorities list in which different criteria are used is being further developed and applied.
1.2 In providing aid, the Netherlands Refugee Foundation follows Core Humanitarian Standard (CHS) principles in its practices, policies, project reviews and partner support.	Write and apply MEAL policy using HQAI (Humanitarian Quality Assurance Initiative) improvement plan, among others. Implement HQAI improvement plan.
1.3 Through consultation and feedback mechanisms, the voices of affected groups will be included as much as possible in project awards and evaluations.	Writing out the monitoring and evaluation policy, in which accountability to affected people is central.
1.4 A robust monitoring policy ensures monitoring of the quality of partners and their projects funded by the Netherlands Refugee Foundation.	Improve grant and financial management. Stronger focus on remote supervision and monitoring.
1.5 The Netherlands Refugee Foundation seeks a balanced approach to aid refugees/displaced persons versus host communities of approximately 2/3 versus 1/3 (average of all projects per year, based on actual needs).	Track and monitor that on average 2/3 of aid is given to refugees/displaced persons and 1/3 to host communities, based on where there is most need.

Objective 2

The Netherlands Refugee Foundation, together with its partners, develops knowledge and expertise in humanitarian access, chronic diseases and psychosocial care.

INDICATORS	REQUIRED ACTIONS
2.1 Project Frontline supports 2 to 4 country programs annually with strategy and implementation, to improve access to groups or places that would otherwise be deprived of humanitarian assistance.	Develop and implement humanitarian access strategy and action plan, including capacity-building.
2.2 Strengthen access to refugees and displaced persons in at least one crisis situation per year.	Develop and implement the strategy and action plan around humanitarian access. Evaluate progress against goals.
2.3 By 2029, at least 5 partners will have integrated quality chronic disease treatment and psychosocial care into their primary care programs.	Review Standard Operating Procedures (SOPs), guidelines and templates with respect to what was learned in 2024. Provide online and on-the-job supervision and training to essential personnel of implementing partners.
2.4 With knowledge and expertise gained, contribute to raising awareness about the importance of integrating chronic disease and psychosocial care into primary care within the humanitarian sector and among decision makers.	Review and implement internal research, learning agenda and advocacy for chronic disease and psychosocial care. Communication and advocacy plans for internal and external communication about chronic disease and psychosocial care.

Objective 3

The Netherlands Refugee Foundation is committed to localising aid and investing in fair and sustainable collaborations with national partners and through its international partners.

INDICATORS	REQUIRED ACTIONS
3.1 Starting in 2025, approximately 50% of unearmarked funding will be allocated directly to national partners.	Streamline localisation within daily project work and within the organisation.
3.2 Based on qualitative criteria, the Netherlands Refugee Foundation will enter into multi-year partnerships with a selected number of national partners.	Strengthened partnership and improved security management.
	Offer partnership package to local partners.
3.3 The Netherlands Refugee Foundation is committed to strengthening the capacity of national partners, allocating 5% of the national partner budget for this purpose.	All national partner organisations take advantage of the 5% provided by the the Netherlands Refugee Foundation for capacity-building.
3.4 The Netherlands Refugee Foundation is committed to strengthening its risk-sharing and duty-of-care policies and obligations to its national partners.	Risk appetite is established and risk sharing framework implemented.

Objective 4

The Netherlands Refugee Foundation advocates for better humanitarian support for refugees. It does so by using its own locally acquired expertise to influence policy decisions in the Netherlands.

INDICATORS	REQUIRED ACTIONS
4.1 Chronic disease, psychosocial care and humanitarian access are the long-term advocacy topics, with the Netherlands Refugee Foundation employing a change management theory to shape its efforts, measure impact and ensure lasting policy and behavioral change.	Review of advocacy policies, with change management theory for thematic priorities.

4.2 The Netherlands Refugee Foundation will remain agile and sharp to conduct advocacy in acute humanitarian crises, where and when the Netherlands Refugee Foundation can make an impact.

Build in space in advocacy policy so that there is always capacity to respond quickly and sharply.

4.3 Advocacy is supported by strategic communications to increase solidarity with refugees and strengthen support for humanitarian aid.

Increase capacity, network and improve visibility.

Develop fundraising strategy, identify donors and draft memos

7.B INFORMATION AND AWARENESS RAISING

The Netherlands Refugee Foundation stands up for refugees through creative, incisive and respectful communication, educational campaigns and ongoing presence on social media, with human dignity always the guiding principle.

Although solidarity is under pressure, at the same time we are seeing an increase in participants in events organised by the the Netherlands Refugee Foundation such as the Night of the Refugee. In 2025 we will organise an edition of the Night of the Refugee in Groningen for the first time and prepare for the celebration of 50 years of the Netherlands Refugee Foundation in 2026.

Working ethically

Within the Netherlands Refugee Foundation, we recognise the tension between showing people's needs and portraying people and their stories in a dignified and respectful manner. We have established practical guidelines for this that are used and discussed within the organisation. We want to pay extra attention to this by testing at least three expressions annually for language and imagery. In 2025, we will investigate how to do this.

OBJECTIVES

Objective 1

The Netherlands Refugee Foundation and its mission is sufficiently well known to the general public and the media.

INDICATORS	REQUIRED ACTIONS
1.1 Growth of media coverage in broadcasts and articles from 1,500 to 1,600 expressions by 2025.	Media training to employees. Identify opportunities for media engagement.
1.2 Content awareness of the Netherlands Refugee Foundation among the Dutch population grows from 34% to 36% by 2025.	A minimum of three public information campaigns on forgotten disasters, helping the chronically ill, access for aid workers to refugees in conflict zones, or other strategically chosen topics. Increase visibility of the Netherlands Refugee Foundation through director and staff involvement in at least three events and actions.
1.3 Maintain (Facebook, X) and grow followers on social media: Instagram to 22,000 followers, TikTok to 2,500 followers and LinkedIn to 21,000 followers.	Active social media policy. Create plan of action for LinkedIn, TikTok and Instagram. Commit to interaction.
1.4 The Netherlands Refugee Foundation is seen as an expert in its field. By 2025, at least 40% of reports in the national and regional media mentioning the Netherlands Refugee Foundation are about humanitarian crises and developments in the sector and politics.	Using local expertise. Structural choices around advocacy. Preparing employees for their deployment in the media. Using ambassadors wherever possible.

1.5 Maintain and where possible grow visitors to and participants in events organized by the Netherlands Refugee Foundation.	Night of Refugees: we are organizing a pilot edition in Groningen, increasing the number of starting locations from five to six. We are also exploring maximum growth on existing routes.
	We are once again present with a new activation at at least one Liberation Festival.
	We will be at Lowlands for the sixth time with our current activation the Bathroom and are going for growth in revenue and structural donors.

Objective 2

Promoting solidarity with and understanding of refugees.

INDICATORS	REQUIRED ACTIONS
2.1 Understanding amount of members, donors and their level of involvement.	Monthly newsletter to supporters.
	Devise, draft and set up various personal journeys.
	Invest in existing and new event audiences and communication channels website and social media.
	We are exploring how to integrate Night of Refugee participants with our overall relationship management system, with the goal of better understanding our supporters' engagement to serve them better.
2.2 Increase knowledge about forgotten disasters, helping the chronically ill and access for aid workers to refugees in conflict zones or other strategically chosen topics.	Public information campaigns.

Objective 3

The communication of the Netherlands Refugee Foundation is sharp and idiosyncratic and presents the honest picture of people on the run.

INDICATORS	REQUIRED ACTIONS
3.1 Up-to-date and distinctive imagery, in which where possible we allow people on the flight themselves to speak.	Creation of content journeys for content that can be used for both educational and fundraising purposes.
	Whenever possible, we use local image makers.
	Share content with relevant (local) partner organisations so that they can also use it for their own purposes.
3.2 Unique content per target audience to better appeal and engage them.	Implement our VR-plan for new content.
	Specialised content for all social media channels such as TikTok.
	Using innovative technologies such as AI.
3.3 The Netherlands Refugee Foundation monitors developments and trends, considers how to respond to them, and tests expressions for language and imagery.	Tracking developments and trends.
	Consider how to test our use of language and images.
	Conduct pilot study on language and imagery.

7.C FUNDRAISING

Decreasing political support for development cooperation and the accompanying government cuts mean that our sector is increasingly dependent on private donors. Although The Netherlands Refugee Foundation already generates over 75% of its total income from its own fundraising, more and more organisations will appeal to the Dutch public. This will put even more pressure on an already saturated market.

In recent years, in-house fundraising has experienced significant growth. Investment in technology and new communication channels has paid off. In addition, the organisation responds quickly to developments in the world, keeping us relevant and attractive to a wide audience. Well-integrated departments are a crucial factor in this. Investments in content tours and calls from the field have also had a very positive impact on our fundraising campaigns.

In 2024, we launched a number of new initiatives that are slowly beginning to bear fruit. The impact of our legacy program, participation in a direct dialogue cooperative and promoting our work to major international donors will also be our focus again in 2025. In 2025, we also hope to engage our existing donors more with our work through events and by sharing more success stories of the impact of our work.

OBJECTIVES

Objective 1

Growth in own fundraising to €22 million.

INDICATORS	REQUIRED ACTIONS
1.1 €8.2 million from campaigns and individual donations.	We run 2 major campaigns a year.
	A minimum of 5 direct mailings per year.
	A personalized approach and more recognition of the donor in our communications.
	We are investing in our online channels.
1.2 €8.3 million from structural donations.	We are improving the follow-up of failures.
	We promote periodic donations.
	We are asking existing donors to increase their structural donations and former donors to restart their giving.

1.3 €5.5 million from major gifts from individuals, foundations, corporations and estates.

We promote the idea of including the Netherlands Refugee Foundation in your will.

We raise €300,000 in earmarked income from international donors.

Objective 2

Number of structural donors grows by 4%.

INDICATORS

2.1 Retain 88% of existing structural donors.

REQUIRED ACTIONS

We are developing personalized communications that engage donors more with our work and show what their donation accomplishes.

We are conducting a donor survey.

2.2 Recruit 9,000 new structural donors.

We participate in the direct dialogue cooperative Social Response.

We recruit 6,000 structural donors through direct dialogue.

The remaining 3,000 donors are recruited through phone, events, online and TV.

Objective 3

Innovation and revenue diversification.

INDICATORS

3.1 We invest in the development of various technologies used.

REQUIRED ACTIONS

This includes improvements to various communication channels such as social media, the website, online forms, automation, etc.

We explore the possibilities (and limitations) for applications of Artificial Intelligence.

3.2 We invest in “new” target groups with an eye to the future.

We are committed to an integrated youth communication strategy.

The initiative to raise international funds for our work will take shape and achieve its first successes.

7.D OPERATIONS

OBJECTIVES

Objective 1

HR policies that support the organisation and its strategic goals.

INDICATORS

1.1 The Netherlands Refugee Foundation remains an attractive employer by aligning HR policies with labor market trends and adjusting them annually after evaluation.

1.2 A transparent and functioning performance and assessment cycle that includes employee development and aspirations.

REQUIRED ACTIONS

We modify the labor regulations.

We update the development and training budget through an E-learning platform.

We update the assessment cycle.

We are training the MT members.

We are updating the HR system which will allow us to better capture the cycle.

Objective 2

A safe working environment with attention to diversity and inclusion.

INDICATORS

2.1 A safe working environment is the responsibility of all employees of the Netherlands Refugee Foundation. Open communication and involvement of all employees is key. This will be encouraged through annual training and workshops.

REQUIRED ACTIONS

In collaboration with intent of the works council, we regularly examine the openness of communication and monitor a safe working environment.

We appoint an internal confidential advisor.

Objective 3

Compliance: the Netherlands Refugee Foundation complies with laws and regulations, internal policies and ethical standards.

INDICATORS	REQUIRED ACTIONS
3.1 External review by: <ul style="list-style-type: none">- CBF (Recognition Scheme for Charities Netherlands);- ISO 9001-2015;- Framework Partnership Agreement with EU-ECHO);- External Audit on an annual basis including IT audit- State Department assessment such as ORIA;- External audits Core Humanitarian Standards (CHS).	We provide the requested compliance documents and evidence EeOP.
3.2 Internal monitoring: the creation, development and monitoring of the risk management policy on an annual basis.	We establish an annual risk matrix.

Objective 4

Ensuring longer-term financial health and stability.

INDICATORS	REQUIRED ACTIONS
4.1 Compliance with financial laws and regulations.	We continue to invest in the development of financial policy.
4.2 Ensure financial risk management and transparent reporting.	We steer by key figures.

Objective 5

Privacy Policy.

INDICATORS	REQUIRED ACTIONS
5.1 The privacy policy will be reviewed and the necessary records maintained for both the Netherlands Refugee Foundation office and partners in the field.	We appoint a coordinator for each team to provide the necessary monitoring.

Objective 6

The Netherlands Refugee Foundation is committed to sustainable operations and assistance.

INDICATORS	REQUIRED ACTIONS
6.1 The Netherlands Refugee Foundation maintains carbon accounting and offsets emissions.	Based on the policy, we work out measurable criteria for each team.
6.2 Measurable criteria will be established for objectives and included in the assessment of relief efforts, events and fundraising.	

Objective 7

ICT supports and drives the goals of the organisation.

INDICATORS	REQUIRED ACTIONS
7.1 Review the investment policy in technology and systems annually and align it with the needs of the organisation.	We invest in equipment and the IT environment.
	We are following up on the IT audit
7.2 Organise training programs for employees on cyber security and software use. These training programs will also become part of the e-learning platform to be established.	



8. BUDGET

The following overview compares the main income and expenses of the 2023 realisation, the 2024 forecast and the 2025 budget. The last column of this overview compares the 2024 forecast and the 2025 budget.

Income & Expense, Realisation 2023, Forecast 2024, Budget 2025				
(amounts * 1.000)	Realisation 2023 €	Forecast 2024 €	Budget 2025 €	% Budget 2025 – Forecast 2024
Income				
Income from individuals	19.161	19.550	20.450	105
Income from companies	228	200	275	138
Income from lottery organisations	2.700	2.700	2.700	100
Income from government grants	3.592	7.410	6.000	81
Income from other non-profit organisations	12.087	2.784	1.576	57
Total income	37.769	32.644	31.001	95
Expenditures				
Objectives				
A – Aid for refugees	31.389	31.191	24.841	80
B – Information and awareness raising	2.758	2.738	3.452	126
C – Advocacy	1.026	629	673	107
Subtotal objectives	35.173	34.557	28.966	84
Recruitment costs	3.171	3.412	3.794	111
Management and administration costs	534	651	824	127
Sum of Expenses	38.878	38.621	33.584	87
Balance of financial Income and Expenses	166	350	275	79
Balance of Income and Expenses	-943	-5.627	2.309-	41
Percentage of recruitment costs	8,39	10,45	12,24	
Total cost percentage	9,53	10,52	13,75	
NPL revenue percentage	7,15	8,27	8,71	
BuZa revenue percentage	9,51	22,70	19,35	
CBF percentage	15,77	16,48	17,25	

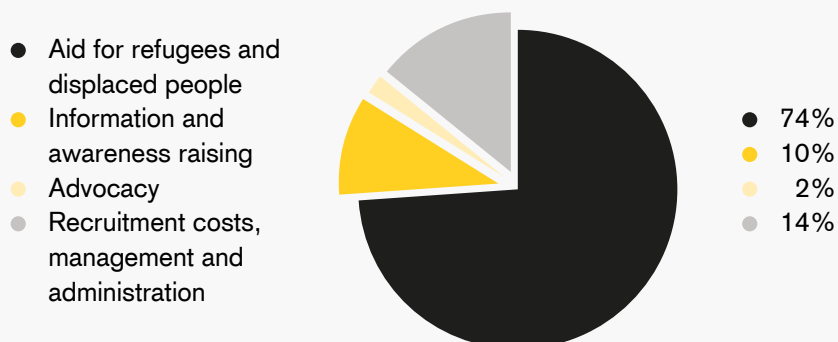
Benefits:

- Total revenues in 2025 are budgeted at €31.0 million, €1.6 million lower than the 2024 forecast;
- Income from own fundraising is budgeted at € 22.0 million in 2025. The forecast for 2024 is € 20.7 million. This implies an increase of € 1.3 million (6%). Income from individuals is € 0.9 million higher than in 2024, income from business is € 0.1 million higher and income from other non-profit organizations is € 0.3 million higher;
- NPL's contribution is budgeted at €2.7 million. No additional contributions are currently anticipated in the 2025 budget;
- Government grants are projected to receive €6.0 million in 2024 from BuZa (ASPIRE/DRA) and EU-ECHO. The 2024 forecast assumes €7.4 million;
- Any income from SHO actions cannot be foreseen and is not budgeted. In 2024, income from SHO action for the Middle East is expected to be €1.5 million.

Of total income (including withdrawals from reserves/funds), 86% is planned to be spent on objectives. 74% of this is for refugee assistance, 10% for education and 2% for advocacy. For 2024, based on the forecast, these percentages are 81% relief, 7% education and 2% advocacy.

The total cost percentage (management and administration costs and recruitment costs) is budgeted for 2025 at 14%. In 2024, based on the forecast, the percentage is 11%.

The table below shows the use of income in the 2025 budget (percent).



As always, the percentage of fundraising costs will be closely monitored next year. This shows how the fundraising costs of all benefits (individuals, businesses, lotteries, governments, etc.) relate to the benefits. The percentage is determined by dividing the recruitment costs by the sum of the benefits raised. For 2025, recruitment costs are budgeted at €3.8 million. The percentage of recruitment costs for 2025 comes out at 12.2%, the forecast for 2024 is 10.5%.

The CBF percentage (cost percentage own fundraising) for 2025 is budgeted at 17.2%, the forecast for 2024 is 16.5%.

9. MONITORING & EVALUATION

The Netherlands Refugee Foundation is committed to consistent evaluation of work and good quality management. Important in this is the experience and feedback from refugees themselves. The Netherlands Refugee Foundation has made changes to the M&E policy. These include formats and tools to collect those experiences more systematically, put refugees at the center, strengthen our partnerships and improve project quality. The new data system is helpful in better streamlining and managing the entire project cycle and monitoring across all partners and projects.

Monitoring and evaluation is all about learning and improvement, and accountability to our donors and refugees. Proper spending of funds in the field is also essential in this regard, and generally this is monitored and evaluated by local auditors who meet the required standards.

Also in 2025, we will continue to employ local financial consultants for the programs in Ukraine, the Middle East and West Africa. These experts are an important addition to the Finance team on control, monitoring and capacity building of partner organisations in the field.



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The Netherlands Refugee Foundation is recognized by the Tax Authorities as General Nut Beogende Instelling (ANBI). This means that the Netherlands Refugee Foundation is fully exempt from inheritance tax and we can use legacies for 100%.