



ANNUAL REPORT 2024

THE NETHERLANDS

REFUGEE FOUNDATION

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FOREWORD

In 2024, more people were fleeing than ever. As many as 123 million people, a sad record. Especially contributing to this were the crises in Sudan, Gaza, Myanmar and DR Congo. Countries like Afghanistan, Syria, Venezuela, Ukraine, Yemen, Niger and Nigeria also have many people fleeing in need of help.

After this dismal record of 2024, early this year, 2025, America stopped funding very many projects overnight. The consequences were dire: hospitals had to be closed worldwide, treatments for malnourished children could no longer continue and vaccination programmes were cancelled. In our own country, too, government support for development projects is unfortunately less and less obvious.

The richest countries are cutting development cooperation and humanitarian aid to the poorest of the poor. Besides wars, natural disasters and hunger, the wholesale cessation of such aid is a humanitarian disaster of unprecedented proportions.

In contrast to this is the compassion in word and deed of our supporters. In 2024, we had no less than € 35.8 million with which we were able to provide aid to over 1.2 million people in Sudan, Syria, Afghanistan, Lebanon, Nigeria and Chad, among others.

Since its establishment, the Netherlands Refugee Foundation has been working with local and international partners to step into the breach where it is needed most. To do this effectively and efficiently, we work with partners who know the local context, who can gain access to the most difficult areas, who know exactly what the needs are and how to reach the most people with the least amount of resources. Especially the latter will become increasingly important in the coming years.

In 2024, for example, we launched ASPIRE, a Foreign Affairs-funded programme in Lebanon, Iraq and Turkey. A programme specifically set up to support energetic, small local organisations to expand their work and strengthen the organisation. Thirteen organisations are now part of this programme and another thirteen will be added in 2025.

We are a small organisation, we cannot compensate for all the cuts, that is the harsh reality. But we do what we can and continue to work tirelessly to provide life-saving aid and global protection to people on the run, together with our partners and thanks to our donors.

The Supervisory Board,
Tineke Huizinga-Heringa



Nowhere is safe in Gaza.

Illustration was created by Moayad Alhariry.



Faisal in Syria.

Photographer: Luna Vieira, IRC.

WHO WE ARE

The Netherlands Refugee Foundation was founded in 1976 by Mr Cees Brouwer. Brouwer was, in the 15 previous years, the driving force behind numerous ad hoc fundraising campaigns for refugees. In doing so, he mobilised churches, aid organisations, trade unions and employers' organisations. Brouwer worked closely with Gerrit Jan van Heuven Goedhart, the first United Nations High Commissioner for Refugees. They knew each other from their resistance to German occupation in World War II. The core mission of the Netherlands Refugee Foundation is still the same as it was in 1976: helping refugees and displaced persons in acute need. Ever since its foundation, the Netherlands Refugee Foundation has been working with national and international partners implementing aid projects.

Mission

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

Vision

The Netherlands Refugee Foundation achieves its mission by providing international emergency aid to refugees and displaced persons in crisis situations and brings the fate of refugees and displaced persons to the attention of the Dutch public. We work on the basis of our own assessment of human needs and have a special focus on 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.

Strategy

Humanitarian crises are becoming more severe, protracted and inaccessible. At the same time, the political climate is hardening, the humanitarian sector is facing declining government support and solidarity is under pressure. By working with national and international partners, we can work quickly and flexibly, help more people and provide better assistance. High-quality aid with high impact on refugees comes first. National partners know the context and can often act more quickly and effectively. We contribute to strengthening these organisations where possible and necessary. We focus on life-saving assistance based on humanitarian needs with special attention to chronically ill people in crisis situations.

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 organisation 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 where possible against exploitation and mistreatment. 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.

TRENDS

The number of people forcibly displaced rose to nearly 123 million in 2024, according to the latest figures from UNHCR. This is 5% higher than in 2023 and double that of 10 years ago. This is partly because the number of conflicts has increased to the highest number since the end of the Second World War. Conflicts are also lasting longer and have become more complex. On top of these developments, the worsening climate crisis continues to exacerbate the global humanitarian situation, hitting vulnerable communities even harder.

Of those 122.6 million people fleeing, 43.7 million (36%) crossed an international border in search of safety and 72.1 million (59%) fled within the borders of their own country. The vast majority of refugees (69%) are hosted in their own region, in neighbouring countries of conflict zones. These are mostly (71%) middle- or low-income countries and thus limited resources.

WE SAW HUMANITARIAN CRISES DETERIORATE IN SEVERAL COUNTRIES.

In Sudan, the biggest humanitarian crisis ever unfolded as a result of a war where none of the warring parties respect protection of civilians. The country is heading for one of the worst famines in decades. Nowhere in the world are more people displaced than in Sudan, with more than 11.5 million people displaced at home and more than 3 million fleeing to neighbouring countries such as Chad, Egypt, Ethiopia and South Sudan.

The Israeli army's large-scale violence in Gaza has plunged the entire Palestinian civilian population into a deep humanitarian crisis. The ongoing bombing of densely populated areas and the lack of safe evacuation routes have made the death rate in Gaza the highest of any conflict in the 21st century.

After more than 13 years of war and a much longer period of repression, the Assad regime's dictatorship in Syria came to an end. The former rebel group Hay'at Tahrir al-Sham (HTS) has taken over the administration. Due to the war and numerous sanctions, the economy is in bad shape and more than 90% of the population lives

below the poverty line. Syria's infrastructure has been largely destroyed, severely limiting access to basic services such as food and drinking water. Since the beginning of the crisis in 2011, never before have so many Syrians been dependent on humanitarian aid. In addition, there are 7.2 million internally displaced people living in Syria; the second highest number in the world. Since September 2024, an estimated 562,000 more people – 63% of them Syrians – have fled from Lebanon as a result of ongoing bombing by Israel. Syrian refugees in Lebanon were already in a vulnerable situation, and the current conflict has further exacerbated these problems.

Half a century of military control, extreme poverty and frequent natural disasters are some of the causes of Myanmar's humanitarian crisis. The country is home to some of the most isolated and vulnerable populations in the world. Since 2012, attacks on Rohingya in Rakhine state have forced hundreds of thousands of people leave their homes. In 2024, armed groups began uniting against the military government and saw them rapidly advance across the country, leaving almost 900,000 people had to flee their homes - a 37% increase from 2023. Cholera and other diseases threaten to overwhelm Myanmar's conflict-ravaged health system.

We also saw huge needs in Afghanistan, Ukraine, Yemen and DR Congo. In total, nearly 300 million people worldwide needed emergency assistance by 2024, according to the United Nations. However, the funding gap was never as large as last year. Less than half of the amount needed to provide aid last year was funded (€33.9 billion or 45%). This resulted in UN and aid agencies having to halt life-saving aid programmes. In Syria, the World Food Programme (WFP) had to cut food aid by 80% by 2024, and in the north-west half of health clinics were closed due to a funding shortfall. Of particular concern is the growing food crisis: in 2023, 281.6 million people in 59 countries worldwide faced acute food insecurity. This means about 20 per cent of the population in those countries did not have enough to eat every day.

In the face of these growing needs, we see governments showing less and less solidarity for refugees and people in need.

In 2024, since the start of the Schoof administration, the Netherlands saw deepening divisions, which translated into greater political tensions and an inability and unwillingness to find lasting solutions to the growing number of acute and protracted crisis situations.

The new cabinet announced far-reaching cuts to development cooperation and humanitarian aid. In 2025, the cabinet wants to cut 50 million; this increases to 550 million in 2026 and 2.4 billion a year from 2027. The cuts will severely affect people living in deep poverty or in need. In a world where we are more connected than ever, this will have disastrous consequences.

The European Union struck more migration deals in 2024, such as the one with Egypt. More than 100,000 pushbacks took place at European borders in 2024, resulting in many deaths. Criminalisation of assistance to people fleeing also continued. Volunteers in Poland providing aid to people in Poland's primeval forest, for example, were illegally charged with human smuggling.

The legitimacy of development cooperation and the international legal order is coming under increasing pressure. On the one hand, internationally made agreements such as the Refugee Convention are publicly questioned; on the other hand, international law, including international humanitarian law (IHL), is selectively applied by Western countries, including the Netherlands. For instance, the rulings of the International Criminal Court (ICC) and the International Court of Justice (ICJ) on Israel, for instance, are hardly ever heeded, while violations of international law by Russia, for instance, are strongly condemned. This double standard undermines the protection of civilians, weakens humanitarian principles and complicates efforts to provide aid based on neutrality and principles.



PROGRAMMES

By 2024, the Netherlands Refugee Foundation's 89 programmes will have helped a total of 1.2 million women, men and children in 30 countries in Africa, Asia, the Middle East, Latin America and Europe.

In Africa, the Netherlands Refugee Foundation scaled up aid programmes in conflict zones such as in the Democratic Republic of Congo and in Sudan, where we supported displaced people both within the country and in neighbouring countries. Acute aid was also provided to flood victims in Nigeria, Chad and Niger. With proceeds from the national Giro555 campaign, our relief efforts continued in Ukraine as well as in Turkey and north-western Syria. Here we worked only with national partners. A conscious choice.

In 2024, the Netherlands Refugee Foundation spent 22% of its funds for relief work through the Dutch Relief Alliance (DRA). 25% came from the for the Netherlands Refugee Foundation made available from the national actions of the cooperating aid agencies (SHO/Giro555) for Turkey and Syria (11%), Ukraine (11%) and Middle East (3%). This means 53% of our aid was spent with our own income.

Local partners

In 2024 the Netherlands Refugee Foundation committed to strengthening cooperation with national and local humanitarian partners. These partners are often closer to local populations and better able to respond to needs, but receive fewer resources. This is often because, despite many declarations of intent, large organisations are reluctant to see their own revenues reduced.

In 2024, 47% of our own available funding went to these partners. With them, we work in 22 countries.

Some of these local partners include Yazda (Iraq), RACIDA (Ethiopia), CIDO (South Sudan), HOPE Foundation (Bangladesh), and Salú pa Tur (Curaçao). A full list of our local and international partners can be found on our website.

Specifically, cooperation with small-scale NGOs on Europe's borders continued this year, and The Netherlands Refugee Foundation started the ASPIRE project: a five-year project funded by the Ministry of Foreign Affairs, in which we provide organisational support and guidance to local partners in Iraq, Lebanon and Turkey in implementing their aid programmes. This will focus on the wishes and needs of local organisations and communities.

Oleksandra in Ukraine.

Photographer: Tamara Kiptenko, IRC.

INTERSOS

Of the remaining 53% of our own funds, most went to INTERSOS, our primary international partner. With INTERSOS, we worked in Niger, Mali, Burkina Faso, Syria, Afghanistan, Venezuela, South Sudan, Sudan, Iran and DR Congo. In addition, INTERSOS also received SHO funding for their work in Lebanon and received funds through the Dutch Relief Alliance for their work in Afghanistan and Yemen.

Other international partner organisations

Where The Netherlands Refugee Foundation cannot call on INTERSOS or local partners, for example because they are not present in the country or do not have a certain expertise, the organisation sometimes chooses to work with other international partners, such as International Rescue Committee (IRC), People in Need (PIN), or Mine Advisory Group (MAG).

ARTSENHULP

In Ukraine, the Netherlands Refugee Foundation directly implements the Doctors Aid project, where our medical team is in contact with about 100 health institutions in southern Ukraine from Odessa. In 2024, Refugee Foundation spent an amount of € 2,113,932 on medicines and medical equipment/resources for the benefit of various hospitals in Ukraine.

PROJECT FRONTLINE

The fourth year of Project Frontline saw important steps taken to maintain and improve humanitarian access in hard-to-reach areas. Together with IRC, work was carried out in Ethiopia, Myanmar, Afghanistan, Burkina Faso, Mali, Niger and Nigeria. INTERSOS supported teams in Venezuela, Sudan, DR Congo and Burkina Faso. In addition, The Netherlands Refugee Foundation worked with its local partners WASDA in Somalia and ADKOUL in Niger.

The Frontline Team's efforts led to concrete results. In Tigray, Ethiopia, 9,606 children were vaccinated and in Myanmar, 22,062 people received emergency assistance in areas controlled by armed groups. In DR Congo, the Frontline team helped INTERSOS maintain access in M23 territory, enabling 52,500 people to use essential services. In Somalia, WASDA received training on community acceptance, based on the guidelines and training package developed with Frontline.

Medical team and chronic diseases

In 2024, we registered more than 14,500 new patients with chronic diseases at clinics in seven countries (Iraq, Lebanon, Nigeria, Cameroon, Curaçao, Ukraine, Syria and Bangladesh), doubling from 2023. Known patients also came for follow-up visits. The most common chronic health conditions were cardiovascular problems, diabetes, lung diseases, and more than half of patients were treated for mental and psychological complaints. More than 44,000 consultations were reported.

**IN 2024, WE REGISTERED MORE THAN
14,500 NEW PATIENTS WITH CHRONIC
DISEASES IN CLINICS IN SEVEN COUNTRIES.**

The Netherlands Refugee Foundation provided medicines, medical supplies and diagnostic equipment for patients with chronic illnesses. The Netherlands Refugee Foundation's medical team organised follow-up training and coaching for medical staff from local and international partner organisations. Patients' response to their treatment was closely monitored and adjusted resulting in well-controlled diabetes and normalised blood pressure.

In Nigeria, the results were evaluated after the project started more than three years ago. It was striking that 18% of patients were diagnosed with both a chronic illness and mental problems. In almost everyone with moderate-severe mental problems, symptoms reduced after a series of consultations. Those with cardiovascular disease were less adherent, which affected outcomes. Through our projects, we aim to prevent early complications and mortality and improve functioning, through both good mental and physical well-being.

Future and challenges

The coming year will be one of great challenges for the humanitarian sector. For years, we have seen a growth in humanitarian needs worldwide. Increasingly, we and our partners have to choose who and where to help (and who not) and with what aid. The supply of aid is already often insufficient. On top of this, wars continue in Sudan, DR Congo, Palestine and Ukraine, and the impact of climate change is growing.

What makes the situation even more worrying is that donors are withdrawing international funding for humanitarian aid and development cooperation. President Trump's decision to close USAID overnight suddenly eliminated more than 40 per cent of available humanitarian funding, with dire consequences. The Dutch government has by the end of 2024 already indicated its intention to cut billions from development cooperation and humanitarian aid. Belgium, France, Germany and the UK are moving in the same direction. The richest countries are increasingly opting for self-interest and solidarity is being trashed. Many of these governments do not want NGOs to criticise governments; the critical voice of citizens is increasingly constrained.

The Netherlands Refugee Foundation will remain committed to providing high-quality assistance to many tens of thousands of vulnerable people on the run in 2025, and is working to protect and focus on this vulnerable group through intensive advocacy and education.

ADVOCACY

The Netherlands Refugee Foundation influences policy in favour of better assistance and protection for refugees and displaced persons. With a specific focus on those who are hard to reach or receive little international attention, and the treatment of chronic illnesses and mental disorders in crisis situations.

Partners

The Netherlands Refugee Foundation is represented in several formal and informal Dutch partnerships. We contributed to workshops, courses, discussions and webinars organised by, for example, Kennis Uitwisseling Noodhulp (KUNO), the Dutch Relief Alliance (DRA) and the Platform Humanitarian Action (PHA). Finally, we have increased collaboration with our partner organisations to strengthen advocacy efforts.

Challenges

We are seeing a rise of right-wing populist movements worldwide and in Europe that are eroding traditional political structures and ideologies. The result of Dutch parliamentary elections in 2023 and the start of Schoof's cabinet reflect an increasing polarisation within Dutch society. This highlights the growing appeal of nationalist and anti-establishment sentiments among voters.

In parallel with this rise of populism, political and public debate on refugees has intensified, with the language used dehumanising refugees and discrediting aid organisations that support them. This puts pressure on support for humanitarian aid to refugees. It remains uncertain to what extent national policy plans, such as major cuts in development cooperation and humanitarian aid, as well as pressure on civil society and curbs on civil liberties, are actually implemented.

Results

In 2024, we completed the project Grens Bereikt: a project by The Netherlands Refugee Foundation in which Tineke Ceelen and Eduard Nazarski visited ten countries on Europe's borders to get a picture of the policies and practices surrounding people on the run there. Based on this, we wrote a final report around the situation at Europe's borders. There will be more advocacy efforts on migration worldwide in 2025.

In 2024, the Netherlands Refugee Foundation's advocacy efforts were increasingly coordinated with partner organisations. Although this required a greater time investment from policy and advocacy staff, it was considered efficient as the quality of talking points improved significantly.

By including our own observations and those of our partners on project sites in our advocacy work in the Netherlands, we have been able to influence the public and political debate on developments in various countries where we work.

A successful example is our engagement regarding recent developments in Syria, where a historic power shift led to the fall of Assad's dictatorial regime. In the public and political debate, the situation was quickly used to advocate for the return of Syrian refugees. Together with our coordinator for Syria and a representative of our local partner HiHFAD, we influenced the public and political debate, for example by organising an information session on Syria for nine different media outlets, and setting up a round-table discussion in the Lower House on the humanitarian situation in Syria. We also called attention to the harmful impact of sanctions on humanitarian aid, basic services and reconstruction and the need to limit this within the EU sanctions policy. In addition, we stressed that it is too early to declare Syria safe for return. The involvement of political youth organisations in our advocacy work also started in 2024. The Netherlands Refugee Foundation organised an information session on migration together with Amnesty International, Médecins Sans Frontières, Oxfam Novib, Save the Children and the Dutch Red Cross. This marked the beginning of a more structured cooperation with political youth organisations in the Netherlands, which set up a joint working group on asylum and migration after the event to discuss collective advocacy initiatives. In addition, the impact of The Netherlands Refugee Foundation's advocacy work is enhanced by individual contacts with these political youth organisations.

Future

By 2025, we expect resources for humanitarian aid to continue to decline, protection for people on the run to come under even more pressure and efforts of aid agencies to be further undermined. Humanitarian aid will therefore be unable to keep up with growing needs. We will need to use our influence to address the underlying problems.

To achieve these goals, we want to leverage our strengths: we see that as an organisation we have a strong network, we have a good reputation

and we are known to a wide audience. Because political support for our objectives is limited within national politics since the elections, we want to further expand the networks we have built to include actors who can influence policy at multiple levels. This can be locally but also internationally, such as in the EU. We will also pay more attention to political youth parties in 2025.

To further expand our reach, we also want to work more closely with the communications department. Communication can be a powerful tool for effective advocacy. Our communications colleagues can help us properly tailor our message to

different audiences and channels, thus reaching a wider audience and generating more impact. Close cooperation also allows us to respond quickly to current events and developments, keeping our advocacy relevant and up-to-date.

In 2025, the Grens Bereikt report will be shared with the public and a final transition will take place in terms of advocacy towards migration globally.



Maydoleen in Raqqa, Syria.
Photographer: Iuna Vieira, IRC.

HIGHLIGHTED PROJECTS



LEBANON

Theme:
mental care



Aid provided: in 2024, the cooperating aid organisations launched a Giro555 action for victims in the Middle East. With our share of the proceeds, we focus on mental care in Lebanon with partner Embrace. We offer consultations on dealing with emotions and stress, psychotherapy, medication and hospitalisation. We also fund a helpline where people with trauma and anxiety can call for mental support.



Partner: Embrace



Number of people reached: 15.360



Budget: € 487.668



Financier: Cooperating Aid Organisations (Giro555)



Duration: 1 December 2024 to 30 November 2025

What is going on?

Lebanon faces a confluence of problems, including an economic crisis, poverty and food insecurity. In addition, Lebanon is hosting some 1.5 million Syrian refugees.

Hundreds of thousands of people from Lebanon fled Israeli air strikes en masse in October 2024. As a result, needs increased at an unprecedented rate.

Challenges

Despite the ceasefire, the humanitarian situation in Lebanon remains dire. Over 96,000 people are still displaced, houses are in ruins and need to be rebuilt. Many people can barely make ends meet financially; more than 70% of the population lives in poverty. Fear among Lebanese is also high, as the security situation under a short-term ceasefire remains uncertain.

SUDAN

Theme:

food, medical care,
hygiene, shelter



Aid provided: in Sudan, we help displaced people and host communities in West and Central Darfur with medical care and consultations, emergency nutrition, medical supplies, and hygiene and emergency relief kits.



Partner: INTERSOS



Number of people reached: 25.554



Budget: € 500.000



Financier: The Netherlands Refugee Foundation



Duration: 1 September 2024 to 31 May 2025

What is going on?

Sudan is experiencing the biggest humanitarian crisis ever and the biggest displacement crisis in the world. The bloody war has left more than 11 million people fleeing within Sudan and neighbouring countries. The camps they end up in lack almost everything.

Parts of Sudan are already facing famine. In the country, 24.6 million people are living with food shortages, and more than 8 million are on the brink of famine.

Challenges

Famine is only expected to worsen in Darfur and other parts of the country. Disease outbreaks are also expected to increase. Hospitals are continuously targeted by attacks. As long as medical facilities are under attack, the health crisis will only get worse.

UKRAINE

Theme:

medical care



Aid provided: in 2024, through our Doctors Aid Project, we brought 19 trucks with more than 230,000 kilos of medicines, equipment and consumables such as catheters and gloves to Ukraine. This was all donated to 99 hospitals, mainly on the frontlines.



Partner: Artsenhulp (part of the Netherlands Refugee Foundation)



Number of people reached: 99 hospitals



Budget: € 3,1 million



Financier: The Netherlands Refugee Foundation



Duration: 1 January to 31 December 2024

What is going on?

The war in Ukraine is entering its fourth year. Due to the ongoing war, essential services are down. Millions of Ukrainians are internally displaced. There are severe shortages of medical care, protection and shelter. Nearly 13 million people are dependent on aid.

Challenges

Last year alone, 300 hospitals and medical facilities were destroyed and thousands damaged by Russian attacks. One of the low points was the rocket attack on a children's hospital in Kyiv, killing staff and injuring young patients.

With the war persisting, the number of seriously injured patients also continues. Consequently, there is a great need for medical supplies and equipment, something for which there is a huge shortage. With the Doctors' Aid Project, the Netherlands Refugee Foundation aims to reduce that shortage.



DR CONGO

Theme:
food, hygiene,
shelter



Aid provided: we scaled up our emergency assistance for displaced people affected by the M23 crisis in Goma and surrounding areas. Displaced families who were living in shelters or host families receive food aid and essential household items, including tent tarpaulins for shelter. Women and girls will receive hygiene kits.



Partner: Cajed



Number of people reached: 18.000



Budget: € 250.000



Financier: The Netherlands Refugee Foundation



Duration: 7 March to 6 September 2024

What is going on?

Eastern Congo is experiencing one of the biggest humanitarian crises ever. When rebel group M23 took control of several parts of eastern Congo in an extremely violent manner in early 2024, hundreds of thousands of people fled.

The refugee camps where displaced people live are unsafe and lack everything. Over 25 million people depend on humanitarian aid.

Challenges

The crisis escalated again when M23 took the metropolis of Goma in late January 2025. Hundreds of thousands of people fled again. These new developments are seriously worsening the already very worrying humanitarian situation in the region.

Goma camp Kanyarucinya.

Photographer: René van Beek, the Netherlands Refugee Foundation.

BURKINA FASO

Theme: food,
medical care



Aid provided: medical care, medication and malnutrition treatment for pregnant women and children up to five years of age.



Partner: INTERSOS



Number of people reached: 65.476



Budget: € 350.000



Financier: The Netherlands Refugee Foundation



Duration: 1 February to 31 December 2024

What is going on?

Burkina Faso is experiencing the worst humanitarian crisis in the country's history. The population is suffering from the ongoing conflict between the army and jihadist groups. Due to the violence, many health centres are closed or function minimally. In addition, the climate crisis is causing far too little or irregular rainfall. There is less and less food and water available

Challenges

Humanitarian access to areas in Burkina Faso under the control of jihadist groups is becoming increasingly difficult, making it difficult to reach those who need help most. Millions of people in Burkina Faso reside in poorly accessible areas, often unable to get the help they need. Jihadist groups block cities or block humanitarian aid. Through Project Frontline, the Netherlands Refugee Foundation works daily to improve humanitarian access to people in need.

AFGHANISTAN

Theme:
cash aid



Aid provided: we provide cash assistance to Afghan refugees who have recently returned to their homeland from Pakistan. They can use this aid for relief supplies, medical care or shelter.



Partner: People in Need



Number of people reached: 30.000



Budget: € 250.000



Financier: The Netherlands Refugee Foundation



Duration: 1 December 2023 to 31 January 2024

What is going on?

The Afghan people have suffered from armed conflict, abject poverty, hunger and natural disasters for decades. Lack of water and hygiene allows waterborne diseases to spread. Recent droughts and severe floods have destroyed farmland, leaving many Afghans job had to seek refuge in neighbouring countries to support their families. Almost half the population needs humanitarian aid.

Challenges

Since the Taliban returned to power in 2021, women, girls and various minority groups saw their rights evaporate. Millions left the country, the vast majority of whom fled to neighbouring Iran and Pakistan. Recently, many of them have been forcibly returned to Afghanistan. They return to a country where pressure on employment and basic services has only worsened.

Climate shocks are also expected to become increasingly severe, leading to destruction of homes and farmland and poor access to basic services.

MYANMAR

Theme:
education



Aid provided: through information and education, people in Myanmar learn about the risks of landmines and other unexploded ordnance. They also learn how to recognise and avoid the dangers. We do this partly by mapping unsafe areas.



Partner: Mines Advisory Group



Number of people reached: 12.500



Budget: € 200.000



Financier: The Netherlands Refugee Foundation



Duration: 15 December 2024 to 14 December 2025

What is going on?

Myanmar has been plunged into an unprecedented humanitarian crisis that has turned the lives of millions of people upside down. Violence has worsened since the army seized power in 2021. Amid that violence, Myanmar are facing a major food crisis. Myanmar is littered with landmines and other explosive devices; the legacy of a long-running conflict.

Challenges

An end to the violence is far from imminent. Cholera and other diseases threaten to overwhelm Myanmar's health system. Moreover, cyclones and floods continue to devastate communities.

The massive earthquake that struck Myanmar in late March 2025 is causing a massive deepening of the humanitarian crisis. With over 20 million people already dependent on aid before this earthquake, the country is ill-equipped to cope with a disaster of this magnitude.

GREECE

Theme: food,
day centre, hygiene



Aid provided: in Thessaloniki, we support our partner Wave's day centre. There, undocumented people, asylum seekers, migrants and homeless Greeks can get a hot meal, a hot shower and hygiene items. They can also charge their phones and wash their clothes.



Partner: Wave Thessaloniki



Number of people reached: 27.492



Budget: € 42.552



Financier: The Netherlands Refugee Foundation



Duration: 15 August 2024 to 14 August 2025

What is going on?

The situation for people fleeing Greece is still dire. They face hunger and poverty, and both recognised refugees and those with rejected asylum claims are not entitled to state support. Illegal pushbacks occur regularly.

Living conditions in asylum seekers' centres are often appalling. There is insufficient access to medical care, food and education.

Challenges

With unchanged Greek and European policies, the situation in Greece will inevitably deteriorate further. On Lesbos, refugees and aid organisations are very worried about the arrival of a closed refugee camp, where people sometimes cannot enter or leave for years. Moreover, aid workers in Greece are regularly charged for providing assistance to asylum seekers and refugees they rescue at sea.

HAITI

Theme: medical care, water, hygiene, mental care



Aid provided: health care, clean drinking water, cholera prevention, distribution of hygiene kits, and psychosocial support for victims of sexual violence.



Partner: International Rescue Committee



Number of people reached: 30.400



Budget: € 479.883



Financier: Dutch Relief Alliance



Duration: 29 April to 28 October 2024

What is going on?

Haiti has been unstable for years due to poverty, natural disasters, corruption and gang violence. In the poorest country in the Western Hemisphere, many people live in food insecurity. The country is vulnerable to earthquakes and hurricanes.

Gangs manage to gain more and more power. When large-scale gang violence broke out in Port-au-Prince in February 2024, thousands of prisoners escaped. Due to the violence, access to basic services is almost non-existent.

Challenges

Anno 2025, violence continues unabated. More than a million people have been displaced by the violence - that is a tenth of the population, and a threefold increase from a year ago. Five million Haitians need food aid, and the number of children suffering from malnutrition and growth retardation is increasing. Meanwhile, only a third of health facilities are operational.

SYRIA

Theme: medical care, protection



Aid provided: from the proceeds of the national Giro555 campaign, we help earthquake victims in Turkey and Syria. With our partner Child Houses, we protect and help vulnerable children. This facilitated their return to school, improved their mental well-being and referred them to specialised medical care.



Partner: Child Houses



Number of people reached: 502 children



Budget: € 95.000



Financier: Cooperating Aid Organisations (Giro555)



Duration: 1 April to 31 August 2024

What is going on?

A devastating earthquake hit southeast Turkey and northwest Syria on 6 February 2023. Tens of thousands of people were killed; homes, buildings, schools, hospitals and infrastructure lay in ruins. Many people have been displaced several times by years of war and have lived in deplorable conditions for years. The earthquake has caused them to lose everything again.

Challenges

More than two years later, relief organisations are still delivering aid in the affected area. Humanitarian needs are still high and the psychological impact of the earthquake is still being felt daily. Hundreds of thousands of people are still living in tents and containers.

Syria also faces an uncertain time after the sudden fall of Assad's regime. Since November 2024, 570,000 people have returned home, but they are encountering a country that has been largely destroyed. The economy has collapsed, there is hardly any clean drinking water and 90% of the population lives in poverty.



Sheraro in Tigray, Ethiopia.

Photographer: Derrik Tarembwa, IRC.

COMMUNICATION AND MEDIA

As mentioned, in 2024, the world counted the highest number of conflicts since 1946. With this, humanitarian needs also increased sharply. At the same time, the political and public debate on refugees has further hardened in 2024, making stressing the importance of solidarity and support as important as ever.

We stood up for support and support for people on the run through our events, educational campaigns and media visibility.

2024: AID IN 30 COUNTRIES

We helped in 30 countries worldwide and tried to raise awareness of as many crises as possible. Some examples:

- In March, we took action for eastern Congo. No sooner had the violence been so horrific. And no sooner had aid been so inadequate and at the same time so desperately needed. We raised €1.3 million and helped people in eastern Congo with food, drinking water, shelter and aid packages.
- Throughout the year, we continued to draw attention to Sudan. In May and June, we drew attention to the situation of Sudanese refugees in Chad. We helped with water, hygiene, medical care, food and protection. In late 2024, we called attention to the famine: the number of people living in severe food insecurity in Sudan increased by half a million in one year. Almost half the population is suffering from severe hunger.
- In the first week of May, besides drawing attention to victims of World War II, we also drew attention to people living in war today with a campaign around freedom. We kicked off between 13 and 19 April with the Socutera spot on TV with a reach of 1.3 million viewers.
- In October, we focused on the floods in West Africa that affected millions of people. The storms exacerbated pre-existing humanitarian crises in Mali, Niger, Chad, Cameroon and Nigeria.
- In September, the situation escalated in Lebanon, where a million people fled. We launched an emergency relief campaign for Lebanon that turned into a Giro555 action for the situation in the Middle East.

Knowledge about refugees limited

In 2024, Motivaction surveyed what Dutch people know about the refugee issue on behalf of the Netherlands Refugee Foundation. It showed that many Dutch people are ignorant when it comes to this topic: the number of people fleeing is grossly underestimated. And the Netherlands is also wrongly seen as the reception country for refugees. Almost two in five Dutch people think that the Netherlands, Germany and Italy receive the most refugees. In reality, the majority of people on the run find shelter in Turkey, Iran or Colombia. Many Dutch people therefore have no idea that the vast majority of refugees are received in their own region and think that our country plays a major role on the world stage when it comes to reception.

OWN MEDIA

Our own social media channels and the website vluchteling.nl have an important informational role, and at the same time an important role in engaging our back-ban and the Dutch public. With daily posts on current affairs, important themes and forgotten crises, we reached a large audience.

Twice a year, we send our donors a physical magazine, the 999 Update, containing information on aid projects and campaigns.

Website	Visitors 2023 *	Visitors 2024	Growth/decrease
Unique visitors	418.448	314.042	-24,58%
Page views	689.338	627.418	-9%

Sociale media	Number of followers January 2024	Number of followers December 2024	Growth/decrease
Facebook	53.870	53.875	+0,1%
Instagram	18.812	21.100	+12,2%
X	7.915	7.503	-5,2%
Linked-In	9.698	11.500	+18,6%
TikTok	968	1.214	+25,4%
Threads	-	2.631	

* After correction, it was found that the 2023 annual report used incorrect figures for the number of visitors to our website. Those reach figures compared to the previous year have been adjusted in this overview.

Social media followers

The number of followers on Instagram passed the 20,000 mark in 2024 and on TikTok, too, we are increasingly successful in finding audiences. With thought-provoking content, positive news and short videos, we are tapping into new audiences. Sentiment on our channels again became grimmer than last year. Reactions to our posts therefore remain a challenge, but where we can, we try to turn sentiment around.

We experimented with an alternative to X, Threads, and discontinued X permanently because of its hate speech and spread of disinformation. The best post on social media in 2024 had an organic reach of nearly 155,000 people and almost 4,000 likes.



Email newsletter

Through e-mail, we keep in touch with our supporters. The number of people receiving news and money requests from us via e-mail has increased to 92,321 people. This is a 12.8% growth compared to 2023

In 2024, we sent 35 emails to a total of almost 2.4 million people on topics such as hunger, climate change, winter, emergency aid Lebanon, peace and freedom, emergency appeal Chad and DR Congo.

NATIONAL MEDIA

Media are an important way for us to inform the Dutch public about humanitarian crises and our emergency response. As an emergency relief organisation, we can count on a lot of media attention.

In 2024, for instance, we were mentioned 920 times in online media, newspapers, television and radio, with a combined circulation and audience potential of 875 million. These mentions were spread across print (17%), internet (51%), radio and television (29%) and podcast (3%). News about the war in Sudan and the Night of the Refugee received the most editorial attention.

Details

- The campaign for DR Congo in March produced live media appearances by our director Tineke Ceelen: from Goma in the NOS Radio 1 news, and after returning to Tijd voor Max.
- Together in action for victims in the Middle East: Tineke Ceelen's trip to Lebanon in October brought much attention to the Netherlands Refugee Foundation. On national action day on 16 October, Tineke opened the broadcast from Beirut after the eight o'clock news. She was shown live and primetime on TV channels NPO1, NPO2, NPO3, RTL4 and SBS6 and reached more than 3 million viewers.
- ASPIRE colleague Zeina Dimassi in Lebanon was interviewed by The Telegraph on 8 October 2024 shortly after Israel's attacks.
- The Night of the Refugee again generated a lot of media attention, partly due to its record-breaking proceeds. The Bathroom (Lowlands) was featured in the top 10 highlights of Lowlands in Het Parool on 19 August.
- De Volkskrant published an opinion piece by Tineke Ceelen and Eduard Nazarski in response to the 'emergency law' on 25 October 2024. In it, they proposed eight measures to enable a more humane policy for refugees.
- Colleague Aso Dzay (Syria and Turkey coordinator) was interviewed by both De Telegraaf and Volkskrant after Assad's in early December.

2024	MEDIUM TYPE	MEDIUM VALUE	REACH
Quarter 1	Print	€ 51.848	1.801.194
	Internet	€ 155.950	118.785.618
	RTV	€ 11.681	31.523.230
Quarter 2	Print	€ 397.903	4.803.144
	Internet	€ 205.820	129.096.172
	RTV	€ 50.735	83.820.243
Quarter 3	Print	€ 53.155	1.707.710
	Internet	€ 85.284	71.226.648
	RTV	€ 32.525	37.815.230
Quarter 4	Print	€ 624.813	17.637.099
	Internet	€ 413.291	341.823.366
	RTV	€ 90.836	35.838.869
Total		€ 2.173.841	875.878.523



EVENTS

Night of the Refugee

On the night of 15-16 June, the 15th the Night of the Refugee took place in 10 cities. A record number of 7,000 participants ran routes of 10, 20 and 40 kilometres for emergency aid to refugees worldwide. More than 500 volunteers helped run the event. A total of 1.7 million euros was raised. Proceeds from 2024 went to emergency relief in DR Congo, Chad, Afghanistan and Iraq.

Lowlands

From 16 to 18 August, we were at Lowlands Festival for the sixth time with The Bathroom. Visitors could use clean showers and toilets there on payment of tokens. In the end, 12,000 people visited The Bathroom, who collectively donated more than 50,000 euros.

Marcel's Green Soap provided material, the National Postcode Lottery contributed financially. We also received proceeds from the charity fee of 10 euros that organiser MOJO charges media in exchange for access to Lowlands.

FUTURE AND CHALLENGES

We live in a time when we are bombarded with disinformation. People are inundated with bad news and therefore increasingly avoid the news, research by the Red Cross showed. Our response: empathy, compassion and an eye for positive developments in the world, because there are also positive developments.

With a record number of people fleeing and large-scale cuts in Western countries to development cooperation, empathy and solidarity are more important than ever. We continue to look for ways to put the story of the person behind the refugee at the centre, and will continue to call for solidarity.

WITH LARGE-SCALE CUTS ON DEVELOPMENT COOPERATION IN WESTERN COUNTRIES, EMPATHY AND SOLIDARITY ARE MORE IMPORTANT THAN EVER.

- The webcare team is exposed to an increasing amount of hateful and offensive comments on social media. It is important to monitor (within the team and from within the organisation) whether there is enough guidance for this.
- The collaboration between communications and fundraising produced good results. With large campaigns, however, capacity is a challenge. We therefore need to stay sharp to ensure that other work does not get snowed under in busy periods, by keeping each other well informed of each other's planning.



FUNDRAISING

In 2024, the Netherlands once again showed its heart for people on the run. Hundreds of thousands of people, schools and businesses in the Netherlands supported us in our mission to provide emergency aid to over one million people worldwide.

No emergency aid without donors. 158,228 people made one or more donations to the Netherlands Refugee Foundation. Although this number is lower than in 2023, contributions were significantly higher. In total, a whopping € 21.8 million was raised, compared to € 19.2 million in the previous year. The decrease in the number of donors is related to the high number of single donations received for Ukraine in the previous year.

These private contributions make up the vast majority of our income and enable us to act independently and quickly in crisis situations. Besides traditional donations, there were also several successful actions and events that contributed to fundraising. 7,000 people walked during the annual Night of the Refugee and another 65,000 people sponsored one of the participants. These events not only generated funds, but also created more awareness and solidarity among the Dutch population.

Besides private donations, the Netherlands Refugee Foundation also receives contributions from the Dutch government, from national Giro555 actions, from the National Postcode Lottery and other companies and non-profit organisations. Receiving a limited percentage of income from the Dutch government allows us to provide largely independent help where we see it is most needed.

The strong financial base allowed us to take direct action in many areas where conflicts arose or flared up in 2024. This allowed local partners to step in and provide assistance to the tens of thousands of displaced people in Lebanon as a result of ongoing bombing in densely populated areas. Our relief efforts in 2024 were made possible by the great generosity of the Dutch public. For example, the emergency campaign for victims in the Democratic Republic of Congo raised €1.3 million and the Night of the Refugee €1.7 million. Our share in October's Giro555 action for victims of violence in the Middle East was €1.7 million.

Because we can access unearmarked funds, we take immediate action when needed and do not waste time on time-consuming project applications or fundraising campaigns when the need is greatest. Thanks to the contributions of thousands of donors, we can independently launch relief efforts with own resources, while at the same time seeking additional funding to further scale up assistance.

Windyellé in Pabré, Burkina Faso.
Photographer: Spirit Design, IRC.

The successful fundraising in 2024 is a testament to the Dutch people's solidarity and commitment to people on the run.

Ministry of Foreign Affairs

The Dutch Relief Alliance (DRA) is a coalition of 14 Dutch aid organisations in cooperation with the Ministry of Foreign Affairs. The Netherlands Refugee Foundation is a member of this coalition. By working together, the DRA provides rapid emergency assistance to victims of disasters and humanitarian crises around the world. In 2024, the Netherlands Refugee Foundation received a total of €6.5 million in grants for various relief projects. This is 88% higher than in 2023.

From the Ministry of Foreign Affairs, we have additionally received €0.3 million for ASPIRE. In total, we will receive €10 million for five years (2024-2028).



National Postcode Lottery

As every year, refugees worldwide could once again count on the support of the National Postcode Lottery. In 2024, we got the great news that the annual contribution will be increased from €2.7 million to €4 million. This will allow us to give emergency aid to an awful lot of people.

We also received a one-off contribution of €35,000 towards The Bathroom at Lowlands. The proceeds went towards water and sanitation for Sudanese refugees in Chad.

A review of our cooperation will take place in 2025. We hope to be offered a new five-year contract based on the outcome.

The Postcode Lottery has over 3 million participants, many of whom have been playing for years. In 2024, they collectively raised €363 million for 166 charities.

ORGANISATION

To keep the quality of our assistance high, good governance and sound supervision are essential. This is why The Netherlands Refugee Foundation has clear rules for implementing partners, strict controls and an active Supervisory Board. Moreover, we are committed to operating as efficiently as possible so that our resources benefit people on the run as much as possible.

The development and focus on a sound integrity policy obviously continued in 2024. For example, we have a code of conduct, which must be followed by all colleagues, and every employee must provide a Certificate of Good Conduct in order to be able and allowed to carry out their work at The Netherlands Refugee Foundation. There is a bell-ringer regulation and arrangements have been made with an external confidential counsellor. We are affiliated to the Inter Agency Misconduct Disclosure Scheme and for new employees, enquiries are always made with previous employees.

The Netherlands Refugee Foundation's integrity policy applies to employees, but also to our ambassadors, members of the Supervisory Board, consultants and also to our beneficiaries and partner organisations. If there are complaints regarding employees of the Netherlands Refugee Foundation, the integrity policy provides guidelines. For partners and beneficiaries in the field, access has been improved by opening a separate mailbox. The guidelines on the website have been clarified and, in addition, a Complaint Response Mechanism (CRM) procedure has been established so that it is clear to direct and indirect stakeholders how we can be contacted.

We keep track of any cases in a register. In 2024, no cases have been reported.

Extensive training on diversity, inclusion and workplace safety took place in 2024. The outcome was 80% positive, and areas where improvement was needed will be followed up in 2025. Reflection on one's own behaviour and its possible effects on another is essential here.

Staff representation

This year, the HR team and the three members of the employee representation body (pvt) started preparing a plan of action for the installation of a works council (OR). Having a Works Council is a legal requirement at the limit of 50 or more employees. This is expected to be in place by early 2025. The preliminary regulations for the OR are almost ready and so is the further planning and set-up, including elections. The OR members to be elected will be trained and guided in due course, where necessary.

Naturally, the SC was directly involved in the design and roll-out of the organisation-wide diversity sessions, following up on the results of the employee satisfaction survey conducted in the previous year.

At the request of the remuneration committee, a meeting between the pvt and the deputy SB members will take place in early 2025.

Furthermore, in cooperation with HR, the SC has started preparations for the appointment of two internal confidential counsellors (one male, one female), who will be appointed in the first quarter of 2025. They will receive training by then before taking office.

Ethical issues

By 2024, the recommendations of the Ethics Working Group, which was established in 2020, have been integrated into our daily work. We are aware that both in our education and fundraising, the focus should be on showing the needs of the people we help, while presenting their stories with dignity and respect. Our practical guidelines are actively used and carefully reviewed after each campaign to ensure we achieve our goals without compromising our values.

Data and AVG

The policy has been revised and supplemented with policies for partners in the field. A separate annex containing the principles of responsible protection of beneficiaries' data will accompany the agreements to be concluded with partners.

With this, all departments in the organisation are now provided with clear guidelines.

Sustainability policy

As in previous years, we handed in the CO2 accounts for 2024. In terms of number of air trips and emissions, we performed better than in 2023. An organisation-wide sustainability policy has been adopted. Targets are set and reported annually for each team.

SUPERVISORY BOARD

The Netherlands Refugee Foundation has a Supervisory Board and an Audit Committee. The Supervisory Board supervises the policy of the management of the Netherlands Refugee Foundation and the general course of affairs. In addition, the Supervisory Board gives solicited and unsolicited advice to the management. The regulations of the Supervisory Board can be found on the website.

In 2024, the Supervisory Board consists of six members. The members are appointed in their personal capacity. Members are appointed for four years and this term may

be extended once. The members are appointed by the council itself. In doing so, they ensure that a balanced composition is maintained. This means that the members together have sufficient knowledge and experience of refugee issues, fundraising, media, politics and governance. Their joint competences should be in the administrative, financial, legal, social and communication fields.

As by the end of 2023 both the chairman and vice-chairman had indicated they did not wish to serve another term, recruitment of new members was initiated in early 2024 under the guidance of an external agency. In early February, Ms J.C. Huizinga-Heringa, Ms T. Fierens, and Ms E van Roemburg were appointed. The temporary assumed chairmanship of Ed van Schenkenburg-van Mierop was taken over by Ms J.C. Huizinga-Heringa in February.

Members of the Supervisory Board do not receive any remuneration, except for reimbursement of any travel or other necessary expenses incurred.

Audit Committee

The audit committee consists of two members of the Supervisory Board and is charged with overseeing the financial affairs of the foundation. In 2024, the audit committee met twice. Topics covered included the audit for the year 2023, risk management, director's salary evaluation, forecast budget 2024, budget 2025 and multi-year estimate 2026-2027. The rules of the audit committee can be found on the website.

Remuneration committee

This committee is new within the Netherlands Refugee Foundation. Its members are the chairman and vice-chairman. In accordance with the regulations, they will regularly evaluate the performance of the director-director and will be updated by the staff representation. An initial meeting with the pvt will take place in early 2025 took place and the conversation with the director/manager will also take place in early 2025.

Work

The Supervisory Board, which started in 2024 with three new members, started the year with a comprehensive introductory session led by an external consultant. Attention was paid to the desired way of cooperation and coordination with the Board and the organisation. Based on this session, a remuneration committee in- was set up and work started on establishing a replacement arrangement for the director/manager in case of absence and/or inability to act.

Besides the four regular meetings, in which risk management, the salary of the director, the annual plan and the budget for the coming years were discussed and approved, the SB was actively involved in the elaboration of the new SMJP 2025-2029. An additional meeting was organised in this ka- der. The new strategy was adopted at the end of 2024.

MEMBERS SUPERVISORY BOARD

Mrs J.C. Huizinga-Heringa,
President from 7 February 2024
From 7 February 2024, appointed
February 2028

(Ancillary) positions:

- Member of the Senate of the States General
- Secretary Daily Board of the Foundation for the Promotion of the Christian Press (newspaper Trouw)
- Member State Committee on Demography 2050 (until dissolution of the committee in 2024)

Ms T.O. Fierens,
Vice president
From 7 February 2024, appointed until
February 2028

(Ancillary) positions:

- Coordinator #SDGCafe, Sustainable Development Goals Café

Mr E. Schenkenberg-van Mierop,
President between 15 December 2023
and 7 February 2024
From 21 February 2017,
appointed until 14 February 2025

(Ancillary) positions:

- Founding Member and Executive Director, HERE-Geneva

Mr A. Buteijn,
From 25 May 2022,
appointed until 12 September 2026

(Ancillary) positions:

- Partner Dubois & Co. Chartered Accountants

Mr A.L.M. van Rest,
From 5 February 2020, appointed
until February 2028

(Ancillary) positions:

- Consultant and interim manager through Van Rest Consultancy
- Board member Cultural Quarter Leiden

Ms E.T.W. van Roemburg,
From 7 February 2024, appointed
until February 2028

(Ancillary) positions:

- Head of EU office Oxfam International (Brussels/Belgium)
- Academic Director winter school 'Migration & Integration' at the GSSS, University of Amsterdam

BOARD, DIRECTION AND MANAGEMENT

The director of The Netherlands Refugee Foundation, Tineke Ceelen, implements the decisions taken by the Supervisory Board. The director is also the sole board member. The board determines policy, sets financial guidelines and has final responsibility for day-to-day management.

In implementing the policy, the director works with a team of staff, consultants and trainees. To this end, the director works from within the organisation's management team. The management team consists of the director, head of programmes & policy, head of internal operations, head of communications, and head of fundraising. The management team meets on a weekly basis. The management regulations and other applicable regulations, derived from the articles of association, are published on the website.

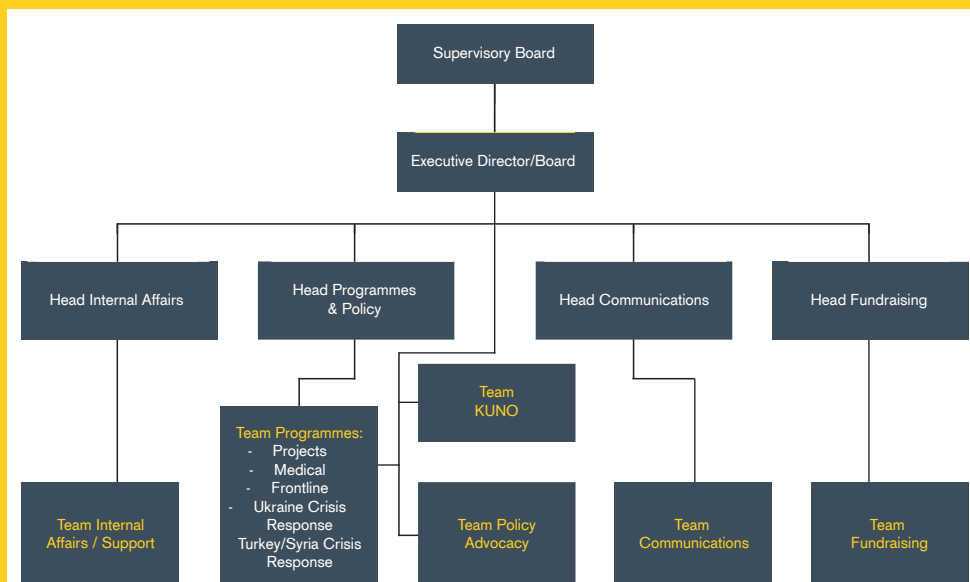
A number of heath days with the management team took place in 2024. Topics covered were: the state of the world, the increase in the number of refugees and crisis areas, the role of Foundation Refugee as a more implementing organisation, the core values of Foundation Refugee and the importance of remaining decisive and flexible, and discussion of the starting points for the new strategic multi-year plan.

In 2024, a new multiannual strategic plan was made for 2025-2029, which incorporated and elaborated the above-mentioned subjects.

Executive remuneration

The Supervisory Board sets the remuneration policy, the level of executive remuneration and the level of other remuneration components. The policy is updated periodically. In determining the remuneration policy and determining the remuneration, the Netherlands Refugee Foundation follows the 'Regulation on remuneration of directors of charities', as adopted by Goede Doelen Nederland. This regulation provides a maximum standard for annual income based on severity criteria. In 2024, the director of The Netherlands Refugee Foundation, including taxed and untaxed allowances, earned a gross annual salary of €135,088. This falls within the standard set by Charities Netherlands for this purpose. A detailed explanation can be read in the annual financial report.

ORGANISATION CHART THE NETHERLANDS REFUGEE FOUNDATION AS OF DECEMBER 2024



STAFF (AS AT DECEMBER 2024)

Director-director

Drs C.A.J.M. Ceelen

Head of Internal Operations

Ms R.B. Boetje

Head of programmes and policies

Mr B.G.J. de Gryse

Head of Communications

Ms N.R. Schmitz (until April 2024)

Ms A. Lubbinge (from May 2024)

Head of Fundraising

Mr D.C. Koolhaas

HUMAN REOURCES POLICY

The Netherlands Refugee Foundation had a team of 50 employees at the end of 2024, representing 47.2 FTEs. In 2023, this was 47 employees (43.7 FTE). For staff salaries, the Netherlands Refugee Foundation uses the scales belonging to the Central Government Collective Labour Agreement.

Consultants were also hired. As in 2023 for the programme in Ukraine, and in 2024 also for the new programme ASPIRE, for which 6 consultants were hired. In addition, additional expertise was needed to develop the ISO quality management system, employee coaching, and temporary support for the Night of the Refugee.

For the Netherlands Refugee Foundation, retaining and investing in its own people equals working on the future of the organisation. This is why a study budget is available to employees every year. By 2024, our employees have been retrained in, among other things, developing and managing new marketing techniques and strategies, company emergency response, language training, and training on security and ethical leadership and comprehensive awareness training on IT security.

The wellbeing policy has been continued. We believe it is important that a helping hand is offered in time so that symptoms of overwork, stress and/or other obstacles for staff are recognised in time. Coaching by external experts can be helpful here. More use was made of this in 2024 than before.

In 2024, there was a renewed focus on a good working atmosphere and good mutual contact to keep staff engaged. In addition to the usual birthday presents and heath days for teams and the MT, a staff day was organised in early 2024.

In 2024, absenteeism was 4.9%. In 2023, it was 10.1%. The percentage is significantly lower as fewer staff were (long-term) sick. There is intensive guidance from the Occupational Health and Safety Service and frequent use of coaching programmes to prevent drop-outs. This seems to be bearing fruit.

Lectures and sessions are held regularly for staff, sharing experiences from the field.

Volunteer policy

Since last year, the Night of the Refugee Volunteer Handbook has been ready and in use. It contains all the information, processes and formats applicable to the deployment of volunteers.

Digitisation has also succeeded: the online volunteer system is in full use for the upcoming edition of the Night of the Refugee. There are now 522 volunteers in our database.

Codes and guidelines

The Netherlands Refugee Foundation commits to the following codes and guidelines:

- **Code of conduct**
The code describes the principles and rules of conduct that determine the way we work and guide decisions to be taken in office and field work. It also indicates how to act if the rules of conduct are not complied with. All new employees sign the code of conduct upon commencement of employment.
- **ISO 9001:2015**
We meet the obligations of the ISO 9001:2015 standard for quality management. An annual audit took place in 2024. It showed that one minor (a register explaining why a procedure should be replaced or improved) had not been adequately maintained. The improvement process started immediately, and follow-up will take place in April 2025. The current certification runs until 2026.
- **Recognition scheme Charities Netherlands**
We adhere to the Recognition Scheme of Goede Doelen Nederland, the successor of the CBF Seal of Approval. With a Recognition, charities show that they have their affairs in order and are transparent about their spending and the results achieved. An annual audit took place in 2024.
- **Charitable Institution**
We are an Institution for General Benefit (ANBI).
- **The Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief**
We subscribe to the Code of Conduct for the International Red Cross and NGOs in humanitarian aid.
- **The Core Humanitarian Standard on Quality and Accountability**
We are a member of the CHS Alliance and are committed to integrating the Core Humanitarian Standard (CHS) into our work to increase the quality and effectiveness of our aid. Following the external audit in 2023, an improvement plan was worked on in 2024 and presented to the CHS audit office in early 2025.

The main topics are:

- Improve guidance and elaboration of complaints registration system and procedures for partners in the field.
- Improve systematic discussion and follow-up of complaints in management and the supervisory board.

- **International Aid Transparency Initiative**
We commit to the International Aid Transparency Initiative (IATI). Guidelines for making project information and finances publicly available on the internet.
- **Checks in the field**
Our programme staff and the hired financial consultants in the region (led by the finance manager programmes) regularly travel to check that our projects are implemented as agreed.

There is an increasing focus on programme quality. To this end, several criteria have been developed by the MEAL (monitoring, evaluation, accountability and learning) expert.

- **Audits**
The auditors check that expenditure is correctly accounted for and that rules regarding financial management, the design of internal controls and their implementation comply with legal regulations.

Incidents

In 2024, no reports were received regarding misconduct at our The Hague office. A few reports of investigations into possible integrity violations were made from the field. These reports are kept up to date by the integrity coordinator. Where necessary, this is also reported to donors and the CBF.

Incidents can also be reported in the Supervisory Board. From the Refugee Foundation, no further action and/or measures were necessary.

FUTURE AND RISKS

Risk management

The Netherlands Refugee Foundation has a risk policy that identifies risks and defines actions to minimise damage. The risks range from reputational damage in the media and the safety of employees in the field, to loss of income due to a decline in the number of donors.

The biggest risks are briefly described below.

1 - Threats to our fundraising income & financial risks

The current economic situation but also the tone of the political debate and the outcome of the elections will influence our fundraising. The old decision to never depend more than 25% on government funding, and a healthy diversity in the foundation's income, is therefore more relevant than ever and deserves reaffirmation. The average percentage of government funding over the past few years has been 15%.

One risk is still the ageing of our donor base. To counteract a decline in funds, efforts have been made in recent years to develop new recruitment techniques aimed at more structural donations and rejuvenating the constituency.

With an external agency, a separate working group within the Netherlands Refugee Foundation was set up in 2024 to look into the institutional donor market and develop a plan of action for this purpose. If necessary, external expertise will be hired for this purpose.

Thanks in part to the commitment to maintaining good relationships with our donors and the use of new recruitment techniques, 2024 was once again successful. Income from own fundraising was 14% higher than in 2023.

2 - Operational risks

Working in war situations and developing countries poses risks of fraud. It is therefore common for suspected fraud to be investigated.

When fraud occurs, it is important that our implementing partners respond appropriately and that The Netherlands Refugee Foundation is informed proactively and in a timely manner. We then inform our back donors and provide accountability. If this is not done adequately, the downside risks to our reputation are high.

To prevent fraud as much as possible, we work with a fraud protocol. The protocol indicates how to prevent fraud and how to act if there are suspicions of fraudulent actions and/or behaviour. It also describes guidelines for investigations. If fraud is proven, formal actions and measures follow. In addition, in Ukraine, the Middle East and West Africa, we work with financial consultants who carry out internal audits at partners. The Hague office has developed many additional guidelines and methodologies over the past year to continue supporting the increased number of partners. All local partners receive an additional contribution to strengthen their own organisation.

3 - Director is defining for the Netherlands Refugee Foundation in perception

The temporary absence of the director has had a major impact on the Netherlands Refugee Foundation, both in the media and towards donors.

The MT has sufficient experience and capacity to take over a number of tasks from the director/manager. In doing so, a replacement arrangement is in place to ensure that the handling of formal matters is also well assured. At the end of 2024, the replacement arrangement was deployed for the first time. Furthermore, work is ongoing to ensure that other employees in addition to the director can also speak to the media if necessary.

4 - Political landscape

The fermentation of the political debate in the Netherlands, but also worldwide, is affecting the way the Netherlands Refugee Foundation and refugees are viewed, and will have increasing influence on communication and also fundraising.

It is important to keep communicating clearly, personally and factually and to keep drawing attention to our work and our target group. In communication, the refugee must be at the forefront.

Future

The announced cuts in development cooperation do not yet affect The Netherlands Refugee Foundation directly, but the 'temporary' suspension of funding from the US and the reduced funds available from Germany, France and also the Netherlands have a major impact on partners in the field and, first and foremost, refugees and displaced persons.

It is therefore important that the Netherlands Refugee Foundation prepares for this, remains in solidarity with its partners and other NGOs, and continues to provide the necessary humanitarian aid in the meantime.



Camp Allacha and Arkoum in Chad.
Photographer: Olivier van Gaalen, The Netherlands Refugee Foundation.

FINANCE

Total income raised in 2024: € 35,755,347

Origin of income in 2024	2024	2023	Difference 2024-2023
	€	€	%
Income from individuals	21.768.752	19.161.485	114
Income from businesses	283.478	228.218	124
Income from lottery organisations	4.035.000	2.700.000	149
Income from government grants	6.740.680	3.592.322	188
Income from other not-for-profit organisations	2.927.437	12.086.588	24
Total	35.755.347	37.768.613	95

Total expenditure 2024:€ 37,955,037

Spending ratio	2024		2023	
	€	%	€	%
Assistance	30.565.753	81%	31.389.189	81%
Information	2.855.354	8%	2.758.322	7%
Pleadings	514.381	1%	1.025.501	3%
Acquisition benefits	3.330.419	9%	3.170.564	8%
Recruitment and management & administration costs	689.130	2%	533.946	1%
Total	37.955.037	100%	38.877.523	100%

The spending ratios in 2024 are almost the same as 2023. The spending ratio (total spent on target/total income) in 2024 is lower than the 2024 budget. This is due to not being able to spend all income received in 2024 (such as income from the end-of-year campaign, the SHO Middle East contribution and an additional contribution from NPL). The CBF percentage for 2024 is 14.5%, which is slightly lower than 2023 (15.8%).

A detailed explanation can be read in the annual financial report.

Key figures	2024		2023	Differences in % t.o.v.	
	Actual	Budgeted	Actual	Budgeted 2024	Actual 2023
Spending ratio (total spent on objective/total income)	94,9	114,9	93,1	-20,0	1,8
Spending ratio (total spent on objective/total expenses)	89,4	89,2	90,5	0,2	-1,1
Management and administration/ total expenses	1,8	1,8	1,4	0,0	0,4
Recruitment costs/total expenses	8,8	9,0	8,2	-0,2	0,6
Own fundraising costs/ own fundraising income (CBF ratio)	14,5	20,0	15,8	-5,5	-1,3

Reserves and funds

The board of the Netherlands Refugee Foundation, by appointing reserves, indicates how the funds at its disposal will be used.

Reserves are divided into:

- An asset financing reserve: this reserve is formed to cover short-term tangible assets;
- A continuity reserve: this reserve is formed to cover short-term risks for staff and campaigns;
- A project reserve: this reserve is formed to cover the provision of assistance;
- An innovation reserve: this reserve is for development of innovative strategies in the field of the objectives. The reserve is formed to cover assistance, lobbying and/or education;
- An earmarked reserve Ukraine: due to the proceeds from the successful in-house campaign for Ukraine, an earmarked reserve was formed in 2022;
- A designated reserve Doctors Aid: with effect from 1 January 2023, the Netherlands Refugee Foundation took over the activities of the Doctors Aid Foundation. Received income that is not spent in a year is added to this reserve. Spending against the reserve then takes place in a subsequent year.

Movement of reserves	2024	2023	Differences 2024-2023
	€	€	€
Asset financing reserve	386.087	414.515	-28.428
Continuity reserve	7.025.284	7.025.284	-
Project reserve	6.771.946	3.078.373	3.693.573
Innovation reserve	600.000	600.000	-
Earmarked reserve Ukraine	1.665.063	1.915.853	-250.790
Appropriated reserve Doctors' aid	349.036	62.968	286.068
Total	16.797.416	13.096.993	3.700.423

When part of the funds have been specifically allocated by third parties, this part is designated as an earmarked fund.

The current earmarked funds are:

- SHO Fund: funds to support various actions from the Cooperating Relief Organisations. The reason for limitation is determined by third parties;
- KUNO Knowledge Centre Fund: this fund serves to support knowledge-sharing activities on emergency aid. It is a partnership between NGOs and the Ministry of Foreign Affairs

Development of appropriated funds	2024	2023	Differences 2024-2023
	€	€	€
SHO Fund	1.087.957	6.908.143	-5.820.186
KUNO Knowledge Centre Fund	95.687	-	95.687
Total Earmarked funds	1.183.644	6.908.143	-5.724.499

Solvency

Solvency – either the ratio of equity to loan capital or the ratio of equity to total assets – shows the resilience of an organisation. How high this solvency should be depends on the nature of the company. The key figures below can be used to gain insight into the organisation's solvency.

Generally speaking, an organisation is considered financially sound if its solvency is between 25% and 40%. The Netherlands Refugee Foundation's solvency at the end of 2024 is excellent.

Solvency	31-12-2024	31-12-2023
Equity/balance sheet total ratio	76%	77%

Liquidity

Liquidity, being the ratio of current assets to current liabilities, shows the extent to which an organisation can meet its short-term financial obligations. The key figures below can be used to gain an insight into the organisation's liquidity position. Generally speaking, an organisation is considered liquid if the current ratio is greater than 1. The liquidity of The Netherlands Refugee Foundation at the end of 2024 is excellent.

Current Ratio	31-12-2024	31-12-2023
Receivables, securities and cash) / current liabilities	4,18	4,20



Mohammed in Nigeria.

Photographer: Olivier van Gaalen, The Netherlands Refugee Foundation.



The Netherlands Refugee Foundation

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The Netherlands Refugee Foundation is recognised by the tax authorities as a General Nut Beogende Instelling (ANBI). This means that the Refugee Foundation is fully exempt from inheritance tax and we can use 100% of inheritances.