

**ANNUAL PLAN 2026**

**THE NETHERLANDS**

**REFUGEE FOUNDATION**



**STICHTING**  
**VLUCHTELING**  
**IBAN 999**

Front cover photo caption: Abdul Haq (30) with his son Shams Ullah (8), talking about their village and the environment in which they live. Sang-e-Atash district, Afghanistan.  
Photographer: Mahab Azizi

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# 1. SUMMARY

The Netherlands Refugee Foundation provides emergency aid to people fleeing war and violence all over the world. We focus on those who are difficult to reach or receive little attention. We spend the resources we have available for aid on life-saving assistance. We work with international and local partner organisations that can act quickly in the event of an acute crisis.

Due to a growing number of conflicts and the consequences of climate change, humanitarian needs around the world have increased significantly. In 2025, a record number of 122 million people were displaced worldwide.

At the same time, the United States, the Netherlands and other European countries announced substantial cuts in humanitarian aid and development cooperation. We are seeing countries turning inwards, with international solidarity fading into the background. This poses threats to the entire sector and, above all, to refugees themselves. The Netherlands Refugee Foundation will work together with its partners to limit the impact of this.

In 2026, we will also focus on strengthening our position as an independent organisation and achieving sustainable growth in unrestricted income.

In 2026, The Netherlands Refugee Foundation will celebrate its 50th anniversary. This milestone emphasises the continuing relevance of our work. In this anniversary year, we will expand the Night of the Refugee on a one-off basis and explicitly link our other activities to this milestone.





Oleksandra (5) stands in the garden of her damaged home after her family returned to their village in the Kherson region of Ukraine, which was severely affected by the war.  
Photographer: Tamara Kiptenko

## 2. THE ORGANISATION AT A GLANCE

The Netherlands Refugee Foundation was established in 1976 by Mr. Cees Brouwer. In the years prior to this, Brouwer had been 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 the resistance against the German occupation during the Second World War.

The core of The Netherlands Refugee Foundation's mission remains the same as it was in 1976: to aid refugees and displaced persons in acute need. Since its inception, The Netherlands Refugee Foundation has worked with national and international partners.



## 3. MISSION, VISION AND CORE VALUES

### Mission

The Netherlands Refugee Foundation provides emergency aid to people who have fled their homes as a result of conflict and violence. The Netherlands Refugee Foundation provides aid regardless of religious beliefs, political views, ethnicity, nationality, gender or sexual orientation. The Netherlands Refugee Foundation is impartial and independent.

### Vision

The Netherlands Refugee Foundation fulfils its mission by providing international emergency aid to refugees and displaced persons in crisis situations and by bringing the plight of refugees and displaced persons to the attention of the Dutch public.

The Netherlands Refugee Foundation works on the basis of its assessment of human needs and pays special attention to refugees and displaced persons who are difficult to access and/or receive little attention.

The Netherlands Refugee Foundation works in partnership with a number of carefully selected international and national organisations and makes financial resources and expertise available to these partners.

### Core values

- The Netherlands Refugee Foundation takes the dignity of the individual as its starting point.
- The Netherlands Refugee Foundation is independent, solution-oriented and flexible.
- The Netherlands Refugee Foundation encourages innovation and is open to special initiatives. The Netherlands Refugee Foundation attaches great importance to openness and critical thinking as the basis for an organisation that strives to continuously learn and improve.
- The Netherlands Refugee Foundation strives to create a safe environment in challenging circumstances and protects refugees from exploitation and abuse wherever possible.
- The Netherlands Refugee Foundation strives to create a safe working environment where employees feel heard and at home, and where people treat each other with integrity.

## 4. ENVIRONMENT AND RISKS

Humanitarian needs have doubled over the past eight years to 310 million people in need of assistance. The number of people displaced worldwide rose to a record 122 million in 2025. At the same time, the humanitarian landscape was marked by profound changes.

### Cuts in humanitarian aid

Global funding for humanitarian aid is declining, partly due to the end of funding by USAID and historic cuts by European governments. The Dutch government has also announced record cuts to development cooperation and humanitarian aid. Donor countries, including the Netherlands, are increasingly choosing to put their own interests first, giving priority to programs that contribute to trade, limiting migration and their own security. This also means that less money is available for countries that are less stable and where, for example, the investment climate is less favourable, even though that is often where the money is most needed. Without structural aid in these places, there will be even more pressure on the humanitarian system, which is not designed to bear these burdens.

In response to these challenges, in 2025 the UN came up with the 'humanitarian reset': a radical restructuring that is mainly focused on efficiency, for example by strengthening local actors and improving accountability.

Within the European Union, attention is increasingly shifting to security and migration control. In mid-2026, the new EU migration pact will come into force, focusing on stricter external border controls and faster asylum procedures. This will shift the EU migration policy increasingly focused on keeping refugees out rather than providing humane reception. This includes externalising assistance through return hubs (centres where rejected asylum seekers are prepared for departure and return) and designating safe third countries (countries outside the EU that are considered safe enough to send asylum seekers back to before their asylum application is processed in the EU).

### Growth in the number of conflicts

The number of armed conflicts worldwide has not been this high since 1946. Wars are becoming increasingly harmful to civilians due to drones and long-range attacks. Conflicts are also becoming more complex and fragmented as there are increasingly more than two parties involved in a conflict.

In many cases, climate change also plays a role in conflicts and exacerbates existing tensions. Drought, water scarcity and crop failures create competition for resources, which intensifies economic and social tensions. Climate stress also often leads to migration and instability, which can trigger conflicts more quickly.

- **Erosion of humanitarian law**

Selective application of humanitarian law and double standards (e.g. in Gaza and Lebanon) undermine the legitimacy of humanitarian law and the protection of civilians. Attacks on civilians, medical facilities and aid workers remain unpunished in many humanitarian crises. This impunity makes providing humanitarian aid – which was once so self-evident – increasingly dangerous and complex.

- **Support for providing aid to refugees is under pressure**

The political and public debate on refugees has become more heated in recent years. The language used in this debate dehumanises refugees, thereby undermining support for providing assistance to them. There is a more inward-looking trend, with international solidarity taking a back seat. At the time of writing, we are awaiting the formation of a new cabinet. Although this could mean positive change, we remain committed to ensuring that the next government will actually improve the situation of people fleeing their homes.

All these threats pose a risk, not only to The Netherlands Refugee Foundation, but to the humanitarian sector as a whole. Countering these threats cannot be done alone. That is why The Netherlands Refugee Foundation will work together with other civil society organisations in the Netherlands and Europe, where possible and desirable, to stand up for people who have fled their homes and to preserve international solidarity. Together, we must make our voices heard.

## 5. PARTNERSHIPS

Since its establishment in 1976, The Netherlands Refugee Foundation has been working with partner organisations that implement projects in the field. The Netherlands Refugee Foundation specifically seeks partners who can act quickly in the event of an acute crisis.

In 2026, we will be working with approximately 4 international and 70 local partners. To achieve our strategic ambitions, we look to our international strategic partner, the Italian emergency aid organisation INTERSOS, among others. Also we will continue to work with the International Rescue Committee (IRC), with whom we have been collaborating for many years, including in in hard to access areas.

Where The Netherlands Refugee Foundation and partner organisations share strategic ambitions, the relationship will be strengthened beyond project-based support in 2026. In particular, we want to strengthen strategic cooperation with local partners.

Indeed, partnerships with local partners have grown in recent years. We find that local partners are often more effective and efficient in their work, and that they are closer to the affected population. This improves access to vulnerable people,

The ASPIRE (Advancing Sustainable Partnerships to Improve Resilience & Empowerment) project, funded by the Netherlands Ministry of Foreign Affairs, focuses on fair partnerships with partners in Turkey, Lebanon and Iraq. In this year, we will be entering into partnerships with 28 organisations. The Netherlands Refugee Foundation will not only be able to provide long-term support to these partners, but will also learn a great deal itself in terms of cooperation, equality and sustainability. This will contribute to improving our own policy around transformative and resilient local partnerships.

A maximum of 25% of The Netherlands Refugee Foundation's funds come from the Dutch government. These funds are earmarked for specific projects. Funds raised through private fundraising and the annual contribution from the National Postcode Lottery can be used more flexibly.





Heba (15) washes clothes outside her tent, having been displaced several times.  
Khan Younis, Gaza, Palestine  
Photographer: Khamis Alrifi

## 6. ORGANISATION

As of 1 October 2025, Benoit De Gryse, former Head of Programmes & Policy, has been appointed as the new director of The Netherlands Refugee Foundation.

To replace the former Head of Programmes & Policy, this position has been split into two: the Humanitarian Programme Manager will manage the programme staff and MEAL specialists, and the new Head of Programmes and Advocacy will take on a more strategic and external role. While the latter will be more outward-looking and will manage the specialists and advisers, the Humanitarian Programme Manager will work more internally on quality and grant management. The Head of Programmes and Advocacy will take a seat on the MT.

As in 2025, the additional teams for Ukraine, including the Medical Assistance Team and the ASPIRE team, will remain in place. These teams are still relevant for providing the necessary assistance in Ukraine and the Middle East (Iraq, Lebanon and Turkey). The ASPIRE programme will run until 2028. A grant application for the Ukraine programme is still pending with the Netherlands Enterprise Agency (RVO).

The objectives, mission and vision of The Netherlands Refugee Foundation will remain unchanged, despite the fact that there are large-scale cutbacks in humanitarian aid and development cooperation. The current model of The Netherlands Refugee Foundation, in which we mainly support local partners in addition to INTERSOS, will be continued in 2026. This also means that the structure of the organisation will remain the same.

### The culture of the organisation

Our staff form the basis of the organisation's success; all our colleagues are intrinsically motivated to achieve our mission. The standards and values upheld by The Netherlands Refugee Foundation are openness, transparency and respect. It is essential that we work together in a pleasant and constructive manner and translate these values into our work.

The involvement of our colleagues in our work is essential. The management team encourages this by keeping all employees well informed about what is going on in the organisation and in the field. We do this through internal meetings, but also by allowing employees to participate in conferences and training courses related to their jobs.

We strive for an open corporate culture in which employees know their responsibilities and have sufficient opportunity to express their opinions.

Naturally, integrity policy remains high on the agenda, as laid down in the Code of Conduct. Respect, integrity, active listening and a safe working environment are central to this.



**Diversity policy, inclusion and organisational sensitivity**

In 2025, the ‘reflection on communication’ training course was organised for employees. The final training course will take place in early 2026, after which a follow-up programme will be set up.

In order to be and remain an attractive employer in a diverse labour market, it is important that we continue to invest in our diversity policy. Within this policy, we seek ways of working that enable all employees, regardless of their background, to develop to the best of their ability in a manner that meets the needs of the organisation. In addition, we are looking for ways to enable people to work together in such a way that the added value of diversity is optimally utilised.

Diversity policies often focus primarily on recruitment and selection, but in order to achieve a lasting effect, it is also crucial to focus on education, training and development, as well as ensuring a pleasant working environment.

In addition, as part of our commitment to being a good employer, we seek to offer permanent contracts to employees in the future (if financially possible).

Workload is and remains a point of attention; we are and remain ambitious and want to achieve a great deal.

In 2026, extra attention will be paid to this. For example, we will use the so-called energy compass for employees. This tool measures mental vitality and the underlying causes among employees, so that they can reflect on this and grow. It is a very practical tool for increasing sustainable employability. This will also enable the management team and team leaders to better manage work pressure and performance. In general, we will dare to make tougher choices in 2026, based on impact.

**Investing in efficient systems**

We will continue to invest in functional, technical applications. This applies to internal business operations, but also to reports on our work on humanitarian assistance, communication and fundraising.

The use of AI within organisations such as ours is now indispensable. An initial internal guideline has been developed on the proper use of Copilot. As a next step, we will consider the use of Copilot within our systems and processes.

For example, the Operations Team wants to set up a Copilot agent for all general questions from employees regarding procedures (in the areas of finance, HR, ISO, project management, governance, etc.). This will provide employees with immediate answers to their questions (as laid down in the ISO), saving time for both the Operations Team and the employees themselves. However, there are many other possible applications, which the management team will consider.

In future, the PowerBI programme will be used more extensively for financial reporting after the reporting models have been developed with the help of an external Consultant.

This will result in significant time savings.

As in 2025, we will continue to invest in training employees in the field of cybersecurity. In early 2026, a contingency plan will be developed on responding to any form of cyberattack and hacking of the organisational data.

**The structure of the organisation**

The Managing Director of The Netherlands Refugee Foundation determines the organisation’s policy, under the supervision of the Supervisory Board. Following recommendations of the CBF stemming from their 2025 assessment of NRF’s compliance to sector wide standards, extra attention will be paid to issues relating to diversity and the promotion of expertise in the Supervisory Board.

The Managing Director is also the Chair of the Management Team, composed of all the departmental heads.

Teams meet weekly to ensure good internal coordination and reinforce agreed ways of working.

As in previous years, we will maintain the work-from-home policy and offer the option of working partly from home. One day a week, the entire team will be present in the office. This provides ample opportunity to consult and exchange ideas with colleagues from other teams. Every Thursday, the results of the MT and/or Supervisory Board meetings are shared with the entire office.

**Risk management & quality systems**

The Netherlands Refugee Foundation invests in effective risk management: action plans to manage risks are evaluated at regular intervals and shared with the entire organisation. We hold the CBF accreditation passport, are ISO certified and comply with the ISO 9001-2015 standard.

ISO recertification will take place in 2026. The Framework Partnership Agreement (FPA) with EU-ECHO has been approved until 2027, and in 2026 we will start the preparations to obtain a new FPA for the next period.

The GDPR privacy system will be further strengthened with the help of an external consultant. Processes will be reviewed and adjusted where necessary.

The Netherlands Refugee Foundation will continue to invest in further tightening the security of its ICT systems, which are increasingly being managed remotely.



We are continuing to develop and implement further financial guidelines for the growing number of partners. In addition, extra training courses are being organised to raise the level of project monitoring. For example, we provide additional training and attention to the internal working group developing financing plans.

A Quality Working Group has been set up to examine how we can deal flexibly with internal regulations and formalities while complying with increasing regulatory developments and obligations. Ultimately, the impact of our work must come first.

Sustainability policy

In 2026, extra attention will be paid to the proper implementation of the goals identified for each objective and each team. We also assess project implementation on aspects relating to sustainability and the environment. An environmental section will be added to both project proposals and risk analyses. Before launching campaigns and events, we will use an environmental impact analysis.

In addition, as in previous years, we will continue to work with CO2 accounting.

Ethical working practices and moral compass

At The Netherlands Refugee Foundation, human dignity is of paramount importance, and we are constantly looking for ways to effectively communicate the scale, urgency and human toll of crises, while also preserving people’s dignity. Unnecessary stereotyping, the use of images of people in vulnerable positions, but also unnecessary self-censorship and the unintentional downplaying of the severity of crises are constant threats.

In 2026, we will devote more attention in the induction programme for new employees to our moral compass and how we apply it in our work.

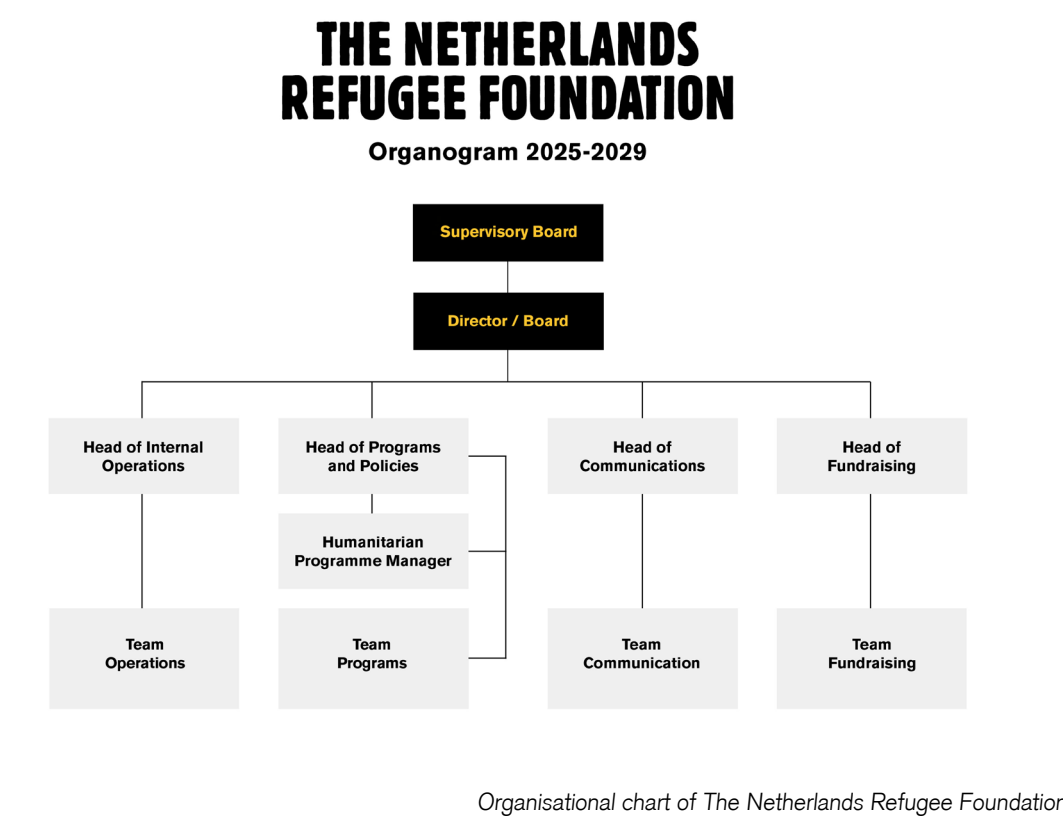
Terms of employment

We have drawn up guidelines to motivate our employees and help them recognise and prevent burnout symptoms in good time. In addition, a development and training budget (2% of gross salary) is available to employees for personal development plans. This is coordinated during the annual assessment and performance reviews.

In 2026, all secondary employment conditions will be reviewed, and we will examine whether we can introduce an IKB (individual choice budget), for example. An IKB consists of time and money. In 2025, Goede Doelen Nederland conducted research into the salaries of affiliated organisations. In 2026, we will review our job classification system and the associated salaries.

From Staff Representation to Works Council

The Managing Director has approved the regulations and the implementation plan on this matter. Elections and the installation of the elected members will take place in early 2026. The Works Council will be involved in the possible introduction of an Individual Choice Budget and revision of the pension scheme, which will take effect in 2027. The Works Council will develop their annual plan in consultation with the staff.





Two friends from Somalia who were forced to leave their homes due to drought. In the Torotorow refugee camp, Nunay Hassan and Bisigow Mohamed make handmade baskets to earn some money for food and water.  
Photographer: Martha Tadesse





# 7. ANNUAL OBJECTIVES

## A. Aid and Advocacy

Against a backdrop of growing numbers of conflicts and climate disasters and a record number of people fleeing their homes, historic cuts in development cooperation have been announced worldwide. As a result, The Netherlands Refugee Foundation, like other organisations, will have to focus even more on its core task. These trends call for a strong, evidence-based advocacy and innovative approaches to partnership and programming.

Therefore, in 2026, The Netherlands Refugee Foundation will further refine its mission to provide principled, people-centred and fact-based humanitarian aid to people who have been forced to flee their homes. We have chosen to work even more closely with local partners and vulnerable people in hard-to-reach areas and to support people who are displaced from conflict zones. Working in conflict situations has always been at the heart of humanitarian work. Building on the principle of ‘nothing about us, without us’, the role of the affected populations will become even more central. Their voice will be more decisive in determining what assistance we provide, the feedback on the assistance and aid provided, and in shaping our advocacy.

To reach these groups, we will also further develop our collaboration with aid groups, with whom we already work in Gaza, Sudan and Myanmar. The Netherlands Refugee Foundation has already strongly integrated localisation into all its programs, with the result that more than 50% of our resources now go directly to local partners.

We increasingly see ourselves as a partner, working together with our partners within the humanitarian system. The key challenges here are twofold:

- Protecting and expanding principled, needs-based humanitarian funding and access in an increasingly politicised environment; and
- Changing the humanitarian structure itself, from a donor-driven, risk-averse system to one rooted in local leadership, community trust and shared responsibility.

All our experiences have strengthened our ambition to act as a supportive ally rather than a controlling donor and will lead to the definition of new principles of cooperation in 2026. By combining principled humanitarian action through strategic partnerships and advocacy, The Netherlands Refugee Foundation aims to remain a credible and effective player in a rapidly evolving humanitarian system. All our priorities will be supported by a long-term funding strategy, stronger cooperation between teams and greater visibility in networks and coalitions, with the aim of also increasing fundraising.

# OBJECTIVES

## Objective 1

Together with its partners,,The Netherlands Refugee Foundation provides high-quality humanitarian aid to people who have been forced to flee their homes<sup>1</sup>, whereby we are accountable to the affected communities, strengthen their voice and decision-making power, and maintain a clear strategic focus in our programming, even in difficult to reach locations.

Expected results	What activities are needed to achieve this?
1.1. All projects for people on the move are designed and implemented in accordance with high quality standards and accountability to the affected communities, ensuring participatory feedback, tailored monitoring and mainstreaming of gender and protection. Where this is a priority, projects strengthen and improve access in restricted environments and/or improve access to and continuity of NCD-MHPSS care, using a people-centred, community-based approach.	<p>We are finalising the new monitoring manual and tailored accountability tools and grant management processes, and will roll these out across all types of partnerships (to be identified in Objective 2).</p> <p>Ensure that feedback mechanisms (such as complaints or satisfaction surveys) are operational in each project and implement protection and PSEA (Prevention of Sexual Exploitation and Abuse) in monitoring and follow-up protocols with partners.</p> <p>We will have an audit of the Core Humanitarian Standard (CHS) by HQAI in the first quarter of 2026 and will develop an improvement plan.</p> <p>Regular peer-to-peer learning sessions, for example on quality, accountability, gender, and protection and safety within the team. The sessions are based on data analysed quarterly by our project management system MALJA.</p> <p>Ensuring that gender and protection are taken into account in all projects.</p> <p>Regular meetings of the quality working group are held and their recommendations are implemented.</p> <p>The policy on country visits by program staff is finalised and used for all partner visits, with appropriate follow-up where necessary.</p>

[1] <https://unesdoc.unesco.org/ark:/48223/pf0000163621> people who have been displaced by conflict, disasters or socio-economic reasons). This includes refugees, internally displaced persons, undocumented migrants and others displaced by conflict, disasters or socio-economic reasons. However, SV focuses more on refugees, internally displaced persons, returnees and people displaced by conflict (at least two-thirds of the target group).

	<p>Access strategies and plans are developed and effectively implemented to improve access (with at least 2 local partners and 4 teams from IRC/INTERSOS).</p> <p>60 frontline workers and managers develop their knowledge and skills to improve humanitarian access.</p> <p>Support all interested strategic partners in developing standard operating procedures (SOPs) that integrate non-communicable diseases (NCDs) and mental health and psychosocial support (MHPSS) into primary health care.</p>
1.2. The humanitarian programmes of The Netherlands Refugee Foundation for people on the move are guided by regional strategic plans with clear decision-making criteria, and at least one new funding initiative secured to support these programmes.	<p>Finalise regional strategies in the first quarter. Organise a meeting with POs to discuss priorities and ensure consistency across all regional strategy documents (by the end of March 2026).</p> <p>Finalise and operationalise the funding strategy for 2026-2029, including an overview of donors and a strategy for engagement, the positioning and visibility of The Netherlands Refugee Foundation, and an analysis of the return on investment.</p> <p>At least one new donor or institutional funding opportunity that aligns with our programmes.</p>

## Objective 2

The Netherlands Refugee Foundation embraces an approach of equal partnership and becomes a supportive ally (rather than a controlling donor) that shares risks and resources to strengthen locally anchored and locally led responses and partner-community relationships.

Expected results	What activity is needed to achieve this?
2.1. The Netherlands Refugee Foundation has institutionalised a new partnership framework and applies this framework in all (new) projects.	<p>Finalise the updated partnership principles and tools – including the introduction of new partner categories outside the current tier system – by mid-2026.</p> <p>Establish a process to monitor compliance with the new principles in practice, for example by adding partnership quality criteria to project evaluations or by collecting feedback from partners on power sharing.</p> <p>Ensure that partnership agreements include fair cost coverage, including indirect cost recovery (ICR), and provide all local partners with access to capacity-building support.</p>
2.2. Locally led partnerships are strengthened, each with capacity development plans, multi-year funding agreements and the new risk-sharing and duty of care framework, which is being tested to protect and empower these partners.	<p>Work closely with all local partners to implement tailor-made capacity-building plans.</p> <p>Conduct specific dialogue on risk sharing with all partners and test the new framework for risk sharing/ duty of care of The Netherlands Refugee Foundation in at least two countries.</p> <p>Create opportunities for peer-to-peer knowledge exchange between partners.</p>



Objective 3

The Netherlands Refugee Foundation is a learning, knowledge-sharing organisation that deepens its humanitarian expertise and uses evidence to improve the quality of its programmes and influence broader humanitarian policy measures and practices.

Expected results	What activity is needed to achieve this?
3.1. The programt team defines, implements and promotes an operational learning agenda for the team, particularly for key programmes such as NCD-MHPSS, Frontline, ASPIRE, and mutual aid initiatives, producing knowledge products (such as policy briefs or case studies) based on programme data and integrating lessons learned into our working methods.	<p>Develop and implement the learning agenda for key programmes (e.g. ASPIRE, NCD-MHPSS, Frontline, and community-led 'mutual aid' projects) with clear milestones and responsibilities, and collect, document, combining and sharing lessons for all projects (e.g. lessons log).</p> <p>Organising regular joint learning sessions and integrating key lessons into our programme guidelines and decision-making.</p> <p>Conduct a RE-AIM follow-up study (Reach, Effectiveness, Adoption, Implementation and Maintenance) on at least one of our integrated care projects and publish the findings in an accessible format (e.g. an internal briefing or external article).</p> <p>Organise regular joint learning sessions for the team and integrate insights from external experts to consolidate knowledge across all portfolios.</p> <p>Ensure that The Netherlands Refugee Foundation is represented in key international expert groups related to our technical areas (e.g. participation in the global ASC MHPSS CoP or the NCD Alliance).</p> <p>Share knowledge and learning experiences in the field of humanitarian access with partners and external parties (3 learning exchanges between Frontline partners; at least 4 Humanitarian Access Platform sessions).</p> <p>Proactively sharing the lessons learned by The Netherlands Refugee Foundation on 2 external platforms to contribute to sector-wide improvement.</p>

Objective 4

The Netherlands Refugee Foundation increases its influence on humanitarian and migration policy and practice by using evidence, the voices of partners and the voices of the people we serve. In this way, we ensure that all advocacy is based on the reality of the affected communities and guided by humanitarian principles.

Expected results	What activities are needed to achieve this?
4.1. The advocacy work of The Netherlands Refugee Foundation is based on evidence and the voices of partners, leading to measurable influence on humanitarian and migration policy and practice at Dutch and EU level.	<p>Implement The Netherlands Refugee Foundation's advocacy strategies in the areas of humanitarian affairs, migration and civil society at both national and EU level, ensure coordination with the Communications Department and adapt the message to current policy debates.</p> <p>Promote the direct involvement of local partners with policymakers, organise targeted advocacy events and make use of silent diplomacy to build relationships and influence decision-makers. Where relevant and strategic, we work together in coalitions.</p> <p>Based on a Theory of Change, we systematically monitor and document the progress of advocacy, share empirically substantiated findings with stakeholders, and report the results with a view to learning and adapting. What does not work will be adjusted.</p>
4.2. The Netherlands Refugee Foundation contributes to protecting and expanding principled, needs-based humanitarian action and access in an increasingly politicised environment; restructuring humanitarian aid from a donor-driven, risk-averse system to one rooted in local leadership, community trust and shared responsibility; and improved protection for people on the move through targeted advocacy and coalition building.	<p>Organise and participate in strategic coalitions, joint statements and lobbying events to influence funding and protection policies, and expand networks through conferences and youth participation.</p> <p>Identify and capitalise on key political moments and maintain an up-to-date overview of relevant stakeholders for targeted advocacy.</p> <p>Organise events and platforms that bring together policymakers, partners and stakeholders to increase influence and promote collaboration.</p>

Objective 5

The program team cultivates innovative and caring ways of working and embeds a culture of staff wellbeing that enhances the team’s performance and resilience. By 2026, we will institutionalise wellbeing processes to support the wellbeing and development of our team.

Verwachte resultaten	Welke activiteit is nodig om dit te bereiken?
5.1. In collaboration with HR, the wellbeing and capacity of the program team staff has been improved, resulting in greater well-being and a reduction in overtime.	<p>Each member of the Programt Team will draw up a learning and development plan together with their manager in the second quarter.</p> <p>Plan at least two special sessions on team wellbeing in 2026, where employees can reflect on their workload, share challenges and learn self-care or time management techniques. We plan to invite an external facilitator for at least one team-building session.</p> <p>Revive the buddy system so that each new team member is paired with an experienced colleague (or, for existing employees, create buddy pairs that change every quarter) for mutual support. The role of the buddy is to help with onboarding processes, to be a point of contact for questions, and to inquire about workload and well-being.</p> <p>Conduct a workload review and evaluate it periodically. If some roles are consistently demanding, redistribute tasks based on the team’s interest, availability, and input, or adjust priorities and/or add additional resources.</p> <p>Add short internal updates or mini-training sessions on newly developed or revised policy documents to ensure consistent understanding within the team.</p> <p>Further develop the organisation’s safety management, for example through specific collaboration with CSD or INSO, to improve staff safety during field visits.</p>

B. Information and awareness

2026 will be an important year for The Netherlands Refugee Foundation: we will be celebrating our 50th anniversary. This milestone emphasises the continuing relevance of our work and our core values: protection, solidarity and human dignity.

As an organisation, we are entering a new phase, with a new Director at the helm. While the Director remains the face of The Netherlands Refugee Foundation, the organisation is also seeking broader and more shared leadership. For the communications team, this means  
adapting and further professionalising our strategy and sharpening our role within a changing organisation. We will continue to take a critical look at the impact we achieve with our communication.

Our commitment in 2026 focuses on strengthening visibility, recognisability and trust. We strengthen our visibility, recognisability and trust by drawing attention to forgotten crises and emphasise the role of our local partners. In doing so, we increase the knowledge of our supporters and the Dutch public about the state of the world from a humanitarian perspective. We want to deepen our visibility, increase the involvement of our audience and reinforce a framework of solidarity and human dignity around refugees. In doing so, we give refugees and our partners a voice wherever possible.

We are aware that our dependence on social media to reach our target groups is a risk – both for spreading our message and for our fundraising. As a result of European legislation on transparency and targeting in political advertising, the possibilities for advertising via Meta are more limited. We are anticipating possible further changes by conducting pilot projects with other channels and ways to increase our reach. We will have to mitigate the impact of these developments in creative ways.

In addition to our communication with (potential) donors, we are investing in strengthening our profile among institutional donors and partners. We demonstrate how The Netherlands Refugee Foundation innovates, makes an impact, and achieves results.

Through informative communication, we draw attention to current and forgotten crises. At the same time, we support our advocacy with opinions and news reports and support Team Fundraising in engaging and retaining our donors.

Within our public campaigns and events, the Night of the Refugee remains our flagship for engagement and fundraising. In this anniversary year, we are further expanding the Night and explicitly linking it to 50 years of The Netherlands Refugee Foundation.

Objective 1

The Netherlands Refugee Foundation is a trusted name among the public and the media, an organisation that is immediately associated with emergency aid for people fleeing humanitarian crises.

Expected results	What activities are needed to achieve this?
1.1 Growth in media attention in broadcasts and articles from 900 to 1,000 communications in 2026. Focus on substantive attention: on average, two in-depth contributions in the media per month.	Media training for employees and new Director. Actively engage colleagues who are travelling in the media. Invite a small group of journalists on a field trip to one of our projects. Goal: depth, context, and impact.
1.2 Content awareness grows from 23% to 25%, aided brand awareness remains at least 64%.	<p>At least two informative public campaigns, with themes such as 75 years of the Refugee Convention, Peace and Freedom, and a thank-you campaign.</p> <p>We communicate transparently and honestly about our work and are accountable in our annual report.</p> <p>We will be marking our 50th anniversary during activities throughout the year (Night of the Refugee, 999 Update, Peace Concert). We will showcase the history of The Netherlands Refugee Foundation and why our work is more important today than ever before.</p> <p>Increasing the visibility of Stichting Refugee Foundation through the participation of the Director and employees in at least three external events and campaigns, such as lectures, conferences and campaigns.</p>
1.3 Maintain and increase interaction on our social media channels. Maintain engagement on Facebook (54,000) and Instagram (25,000). Growth of engagement on LinkedIn from 15,300 to 25,000, TikTok from 23,400 to 30,000. On BlueSky and Threads, we will grow to 500 and 4,000 respectively.	<p>Active social media policy.</p> <p>Action plan per channel, work plan for LinkedIn in collaboration with Projects, Fundraising and Advocacy.</p> <p>Focus on interaction and new ways to increase engagement, such as collaborations with influencers and shared posts.</p>

1.4 The Netherlands Refugee Foundation is regarded as an expert in its field. By 2026, at least 40% of reports in national and regional media mentioning The Netherlands Refugee Foundation regarding humanitarian crises and developments in the sector and politics.	<p>Utilising local expertise.</p> <p>Making structural choices regarding advocacy and the use of communication for the benefit of our advocacy.</p> <p>Preparing employees for their involvement in the media through media training and guidance.</p> <p>Where possible, deploying our ambassadors.</p>
1.5 Growth in visitors and participants at events organised by The Netherlands Refugee Foundation.	<p>Night of the Refugee: to mark the 50th anniversary of The Netherlands Refugee Foundation, this year we are expanding in a number of cities with the option of a one-off 50 kilometres walk. We are also exploring the possibilities of adding a new sport. We are sticking to the six existing starting cities and aiming for 10,000 participants.</p> <p>We will once again be present at a minimum of two Liberation Festivals, and will be recruiting leads and, where possible, donations/donors.</p> <p>We will once again be present at Lowlands with the Bathroom, and will recruit leads and donations/donors.</p> <p>We will also be celebrating our 50th anniversary in our collaboration with the Netherlands Wind Ensemble.</p> <p>The focus of our events is on impact: what and who do we reach with our events, and how can we ensure that our events contribute as effectively as possible to our mission? We set this out in our strategy. We take advantage of opportunities for additional fundraising during and after events.</p>



## Objective 2

The Netherlands Refugee Foundation promotes solidarity and understanding for refugees among the Dutch public.

Expected results	What activities are needed to achieve this?
2.1 Use of newsletters and communication with existing donors and event participants.	<p>Monthly newsletter to supporters. Quantitative survey among 90,000 newsletter recipients about what they want and expect from The Netherlands Refugee Foundation.</p> <p>Devising, drafting and organising various personal journeys. Differentiating per target group, in collaboration with the Fundraising Team.</p> <p>Investing in existing and new target groups for communication channels, website and social media.</p>
2.2 Launching public campaigns that promote understanding and solidarity.	<p>Collaborate with influencers to broaden and increase understanding, interaction and impact.</p> <p>At least 10 activating engagement moments through awareness campaigns, events and social media actions that contribute to solidarity and involvement.</p> <p>Effectively use new channels and models (celebrities, influencers, Friends of The Netherlands Refugee Foundation) to engage younger target groups.</p>

## Objective 3

The Netherlands Refugee Foundation's communication is sharp and distinctive and presents an honest picture of people who have been forced to flee their homes.

Expected results	What activity is needed to achieve this?
3.1 Up-to-date and distinctive visual material, in which we give a voice to refugees themselves wherever possible.	<p>Creating content journeys for content that can be used for both educational and fundraising purposes. Where possible, we use local image makers.</p> <p>Sharing content with the relevant (local) partner organisations so that they can also use it for their own purposes.</p> <p>Utilising the Virtual Reality experience produced last year and further researching possibilities and tools to apply this experience more broadly in collaboration with the Fundraising department.</p>
3.2 The Netherlands Refugee Foundation monitors developments and trends, looks at how to respond to them and assesses communications in terms of language and image use.	<p>Monitoring developments and trends in communication and in our sector.</p> <p>Investigating how we can best assess our use of language and images.</p> <p>Conducting pilot research into language and image use.</p>

C. Fundraising

Without our donors, there would be no emergency aid. At the heart of The Netherlands Refugee Foundation is a deep, unconditional solidarity with people who have been forced to flee their homes. This solidarity comes first and foremost from our donors. They are the ones who guarantee our independence and give us the power to take immediate action in new emergency situations. In working together with our – often local – partners on the ground, we ensure that the support of our donors reaches those who need it most.

In 2026, we will focus on strengthening our position as an independent organisation and achieving sustainable growth in unearmarked income. The financial target for income from our own fundraising has been set at €23.15 million, in line with the strategic multi-year plan.

In order to reduce dependence on external agencies and recruitment costs, and to guarantee quality, we will launch our own in-house fundraising team in 2026. In addition, we will professionalise our approach to loyalty, prioritising strategies informed by data and relevance to the donor. For the long term, investments are made in legacies and international funds that show significant growth potential.

Cooperation with the Communication and Programs teams is crucial to develop a clear campaign strategy and strong substantive propositions. A clear framework on the topics on which The Netherlands Refugee Foundation expresses its views is essential. Key challenges include finding a balance between ambition and capacity (focus), strict compliance with the GDPR, the rapidly changing social media landscape, and sharpening our own voice, in which humanity and decisiveness are central.

Objective 1

Realisation of income from Recruitment & Retention totals 17.2 million.

Expected results	What activities are needed to achieve this?
1.1 Regular donors: €7.6 million in income generated.	Expansion of the in-house F2F team.  Recruitment of a total of 7,500 new monthly donors.  Use of data analysis for recovery and upgrade campaigns.
1.2 Campaigns & One-off donations: Realisation of €8.5 million in revenue.	Adopting a joint calendar and campaign strategy with the Communications Team. Use of ‘See/Think’ online campaigns to generate 10,000 warm leads. Including revenue for Refugee Night of €1.8 million.
1.3 Donations from regular giving: Realisation of €1.1 million in income.	Initial focus on retaining existing deed holders.  Better provision of information to existing donors regarding the tax benefits of a periodic donation.
1.4 Retention and Loyalty: Increase in new F2F structural donors after 12 months by 3% compared to FY2025 (from 58% to 61%).	Improved quality control and development of personal loyalty journeys.

## Objective 2

Revenue from major donations and institutional funds totalled €5.85 million.

Expected results	What activities are needed to achieve this?
2.1 Legacies: Realisation of €1.3 million and 15 new confirmed legacy donors.	Full embedding of dedicated capacity. Refining the recruitment and communication plan for legacies.
2.2 International Funds: Realisation of €0.5 million.	Structural exploration of the international market (online, conferences) and weekly updates in English on LinkedIn. A LinkedIn strategy will be written for this purpose.
2.3 Other major donations: Realisation of €4.05 million in other major donations.	Relationship management of existing private donors, foundations, companies and other donors.

## Objective 3

Innovate and strengthen the organisation.

Expected results	What activities are needed to achieve this?
3.1 Reduced dependency: Successful implementation of In-House F2F and reduction in external agency costs.	Recruitment and training of in-house recruiters.
3.2 Ongoing investment in systems and platforms.	The Customer Relationship Management (CRM) system and the various communication platforms form the foundation of fundraising activities. Ongoing investment is crucial to achieving the set objectives.

## D. Objectives

Objectives	Indicators	Actions required
1. The induction programme for new employees focuses more on the culture, values, mission and vision of The Netherlands Refugee Foundation.	Presenting the moral compass during the induction period will strengthen awareness of what The Netherlands Refugee Foundation stands for in all departments.	Induction programme reviewed by HR team in consultation with team leaders.  Take sufficient time when training new employees.
2. Questions for and answers by the Operations Team are answered more efficiently.	By using the Copilot agent, questions are answered quickly and clearly. This gives the Operations Team more time for other policy matters.	Install Copilot agent and link it to the ISO system (which contains all manuals).
3. Improvement of the performance and assessment cycle.	A transparent and effective performance and assessment cycle that takes into account the development and ambitions of employees.	Update assessment cycle + training for MT members.  Better recording by means of an update of HR systems.  Revision of job classification system and valuations.
4. Evaluation and review of secondary employment conditions.	A package of secondary employment conditions that makes The Netherlands Refugee Foundation an attractive employer.	An external consultant or intern will work this out.
5. A safe working environment with a focus on diversity and inclusion.	A safe working environment is the responsibility of everyone who works at The Netherlands Refugee Foundation. Open Communication and engagement among all employees is key. This will be encouraged through annual training courses and workshops.	Regular surveys are conducted in collaboration with the Works Council. The results are discussed in the MT.  Work pressure is measured for all employees using a tool (energy compass).



Objectives	Indicators	Required actions
6. Compliance: The Netherlands Refugee Foundation complies with legislation and regulations, internal policies and ethical standards.	a. External assessment by: - CBF (Dutch Charity Accreditation Scheme) - ISO 9001-2015 - Framework Partnership Agreement with EU-ECHO) - Annual external audit, including IT audit - Externe audits Core Humanitarian Standards (CHS).	Submission of the requested compliance documents.  The CBF must comply with revised standards: diversity within the Supervisory Board deserves particular attention.  An FPA working group must be set up, in consultation with accountants.  An action plan will be drawn up in collaboration with the external auditor. In addition to the SV agency, partners in the field are also closely involved in this audit.
	b. Internal monitoring: drawing up, developing and monitoring the risk management policy on an annual basis.	Preparation of an annual risk matrix.
7. Ensuring financial health and stability in the longer term.	a. Compliance with financial laws and regulations. b. Ensuring financial risk management and transparent reporting.	Continuing to invest in the development of financial policy and effective management based on key figures.
8. Privacy policy	a. The privacy policy will be updated in 2026 and the necessary register will be maintained for both the office of Stichting Refugee Foundation office and for partners in the field.	Appoint a coordinator who will be responsible for the necessary monitoring per team and who will provide training.

Objectives	Indicators	Necessary actions
9. The Netherlands Refugee Foundation strives for sustainable business operations and assistance.	a. The Netherlands Refugee Foundation keeps CO2 accounts and offsets its emissions. b. Measurable criteria are established for the objectives and included in the assessment of aid provision, events and fundraising.	Develop measurable criteria based on the policy per team.
10. ICT supports and stimulates the organisation's objectives.	Annually evaluate policy and investments in technology and systems and align them with the needs of the organisation.	Invest in equipment and the ICT environment.  Follow up on ICT audit recommendations.  Provide regular cybersecurity training courses.  Develop a detailed crisis security plan in case The Netherlands Refugee Foundation's data is hacked.



Hamidur (10) from Myanmar lives with his family in the Cox's Bazar refugee camp in Bangladesh.  
Photographer: Ruben Timman

## 8. BUDGET

The overview below compares the main income and expenditure items for the 2024 actual figures, the 2025 forecast and the 2026 budget. The last column of this overview compares the 2025 forecast with the 2026 budget.

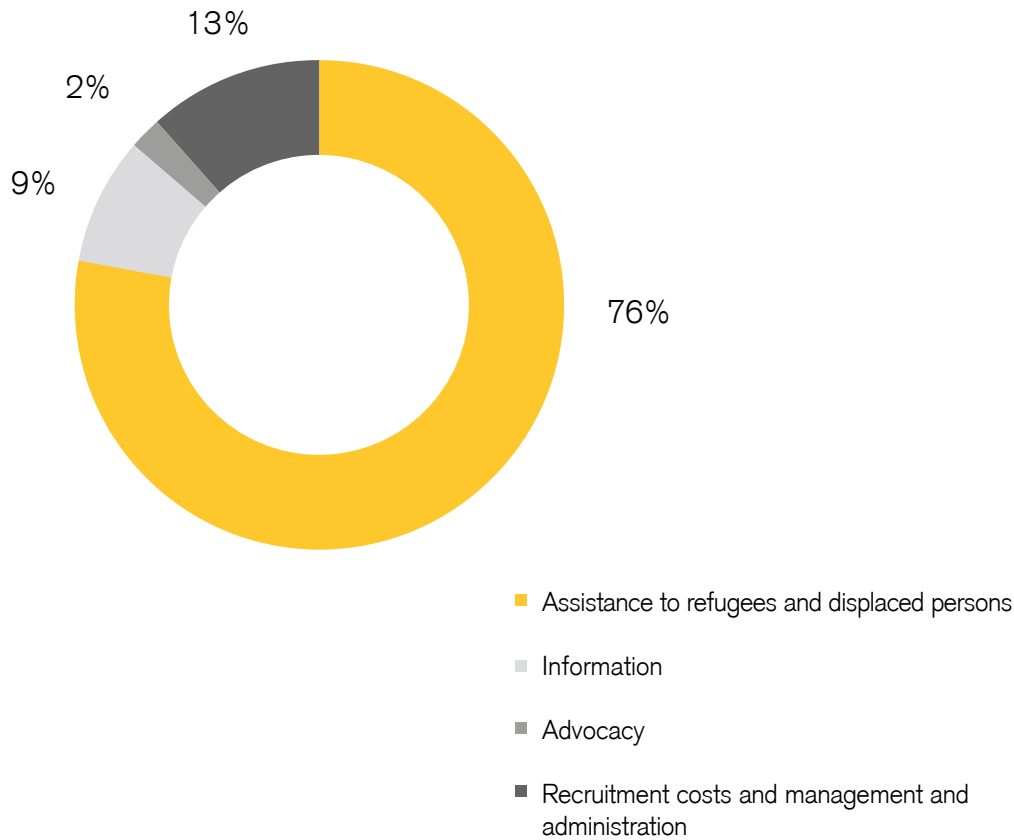
Income & Expenditure, Actual 2024, Forecast 2025, Budget 2026				
	Actual 2024	Forecast 2025	Budget 2026	% Budget 2026- Forecast 2025
(amounts * 1.000)	€	€	€	
Income				
Income from private individuals	21.769	20.680	23.175	112
Income from companies	283	275	300	109
Proceeds from lottery organisations	4.035	4.035	4.000	99
Revenue from government subsidies	6.741	6.649	8.600	129
Income from other organisations non-profit	2.927	1.594	1.849	116
Total income	35.755	33.233	37.924	144
Expenses				
Objectives				
A - Assistance	30.566	29.618	30.326	102
B - Information	2.855	3.692	3.749	102
C - Advocacy	514	659	666	101
Subtotal objectives	33.935	33.969	34.741	102
Recruitment costs	3.330	4.294	4.214	98
Management and administration costs	689	824	869	105
Total expenses	37.955	39.087	39.824	102
Balance of financial income and expenses	176	100	100	100
Balance of income and expenses	-2,024	-5.754	-1.800	31
Percentage of recruitment costs	9,31	12,92	11,11	
Total cost percentage	10,59	13,09	12,76	
NPL income percentage	11,29	12,14	10,55	
Foreign Affairs income percentage	18,85	20,01	22,68	
CBF percentage	14,48	19,40	16,82	



Key points:

- Deotal revenue in 2026 is budgeted at €37.9 million, which is €4.7 million higher than the forecast for 2025.
- Revenue from own fundraising is budgeted at €25.0 million in 2026.
- The forecast for 2025 was €22.1 million. This represents an increase of €2.9 million (13%). Income from private individuals is €2.5 million higher than in 2025 (from major donors, a €1.9 million higher contribution for Artsenhulp) and income from other non-profit organisations is €0.4 million higher (international donors).
- The NPL's contribution is estimated at €4.0 million. No additional contributions are currently planned in the 2026 budget.
- It is anticipated that €8.6 million in government subsidies will be received from the Ministry of Foreign Affairs (ASPIRE/DRA) and EU-ECHO in 2026. The forecast for 2025 is based on €6.6 million.
- Any income from SHO campaigns cannot be predicted and is not included in the budget.

Of the total income (including withdrawals from reserves/funds), 87% is expected to be spent on the objectives, 76% of which is earmarked for refugee aid, 9% for information and 2% for advocacy.



As always, the percentage of fundraising costs will be closely monitored next year. Fundraising costs for 2026 are budgeted at 4.2 million. The percentage of fundraising costs for 2026 will be 11.1%, while the forecast for 2025 was 12.9%.

The CBF percentage (cost percentage of own fundraising) for 2026 is budgeted at 16.8%, while the expectation for 2025 is 19.4%.

The total cost percentage (management and administration costs and recruitment costs) is budgeted at 13% for 2026 (equal to the forecast for 2025).





Amir (47) fled and recently returned to Syria.  
Photographer: Abdullah Hammam.

## 9. MONITORING & EVALUATION

The Netherlands Refugee Foundation is committed to consistent evaluation of its activities and good quality management. At the end of 2025, a quality working group was set up to ensure that a good balance is maintained between the various quality criteria that we as an organisation must meet.

All evaluations focus on the experiences and feedback of refugees themselves. The Netherlands Refugee Foundation has made changes to its M&E policy, formats and tools in order to collect this information more systematically, put refugees first, strengthen our partnerships and improve project quality. The new data system helps to better streamline and manage the entire project cycle and the monitoring of all partners and projects.

In 2026, a new audit for the CHS, Core Humanitarian Standard, will take place. This audit will undoubtedly bring new insights and points of attention.

Monitoring and evaluation are all about learning and improving, and being accountable towards our donors and towards refugees. Proper use of resources in the field is also essential, and this is generally monitored and evaluated by local auditors who meet the required standards. We will continue to use local financial consultants in 2026 for the programmes in Ukraine, the Middle East and West Africa. These experts are an important addition to Team Finance in terms of control, monitoring and capacity building of the partner organisations in the field.



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