

Navigating **the tides of change**

Our four-year strategy for greater Impact



Strategic plan 2025 – 2028

Help  a
CHILD

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STRATEGY 2025–2028

Our mission: Help a Child provides a future for children in need.

NAVIGATING THE **TIDES OF CHANGE**

Create more impact for more children in need



Be part of a new organisation of scale



Focus on the impact of the young child



Mitigate the effects of climate change



Generate unrestricted income

Strengthen our local allies



Partner capacity and financial sustainability



Work with local government



Involve the child

Being a bridge between two worlds



Raise awareness amongst our constituency



Involve our charity shops



Develop alternatives for sponsorship model

Helping children who need our help the most



Move towards fragile countries



Explore urbanisation

WHAT DOES THAT MEAN FOR OUR ORGANISATION?

INVEST IN (DIGITAL) INNOVATION

REMAIN AGILE WHILE GROWING

Help a Child

Introduction/**Preface**

More than 55 years ago our predecessors had a burning desire to help children and families in need. They gave their best to improve the lives of those they helped.

Fifty-five years later a lot of things have changed: programs, approaches, partners, staff. But what has not changed is our desire to give our best to children and families in need.

As we are searching for new answers to the challenges ahead in the coming years, we are committed to making an even bigger change in the lives of even more children. There are so many children and parents in need of support and encouragement! We want to make a difference for them.

Especially in times when international solidarity is weakening and wealthy countries are becoming increasingly populist and nationalistic, we have an obligation to step up to show that our help is still needed and creates lasting effects.

Above all we want to make a difference in how we do our work, inspired by the way Mother Teresa puts it: It's not about how much you do, but about how much love you put into what you do that counts.

May the Lord bless our efforts.

Andries Schuthing

CEO





Management summary

We want to create more impact for more children in need and we want to stay relevant in a world that asks for scale, innovation, and impact. We have formulated four main ambitions to achieve this:

- Create more impact for more children in need
- Strengthen our local allies
- Help children who need our help the most
- Be a bridge between two worlds

CREATE MORE IMPACT FOR MORE CHILDREN IN NEED

The gap between humanitarian needs and resources available, the so-called 'funding gap,' continues to widen. To address this, we must step up our efforts to reach those in need in diverse ways. First, we must strive to generate more income to be able to help more children. Besides that, we must think of innovative solutions so that our available income reaches more children, with more impact. At the same time, we need to mitigate the trends, like climate change, that potentially threaten our ability to make a difference in the lives of children.

In this strategic period, our projects aim to positively impact the lives of 500,000 children.

STRENGTHEN OUR LOCAL ALLIES

Believing in the strength of the people we work with, to empower them, and to achieve sustainable impact eventually also has consequences for the way we work with our allies in the countries we work in and how we relate to them. Working in long term partnerships with our partners has been in our DNA since our founding days in 1968. We are proud of that heritage and want to expand on it.

Furthermore, we want to strengthen the local systems that could supply social and economic safety nets for families in need, such as local governments and faith networks.

By 2028 we have structurally intensified our relationship with our local implementing partners and local governments. Also it is visible in our programs that we do our work together with and not only for children.

HELP CHILDREN WHO NEED OUR HELP THE MOST

We want to be in the places where children with the most need are living. Even though there are children suffering from poverty and crises in the lower middle-income countries where we work, the question is valid if we use our resources most impactfully in those countries. Are we not preventing the government and the middle classes from taking on their responsibilities? A different way of helping them, focusing on knowledge transfer, policy support and government capacity building seems to be more effective, and this is not in the core of our mandate. Our focus on humanitarian support, community and child empowerment has the largest impact in those fragile states with elevated levels of multi-dimensional poverty. Therefore, we want to continue our geographic shift towards these countries.

By 2028 we have made geographical choices for the next 10 years aiming for a ratio of 2/3 fragile countries vs 1/3 non-fragile countries.

BE A BRIDGE BETWEEN TWO WORLDS

We are a Dutch based Christian organization. To engage people in the Netherlands in our work is crucial in a world in which we are connected as brothers and sisters. Especially now as international solidarity seems to erode, we want to be a bridge between children in need and those in the Netherlands who have the means to contribute to helping them and convince them to do so. This begins with understanding why the help is needed and what can be done to change their situation. Starting with our current supporters but also by finding others that are willing to listen.

By 2028 we have reached the people in the Netherlands within our sphere of influence with incisive messages for them to embrace the concept of international solidarity.

Who we are

Help a Child began with a letter. That letter came from India and described the dreadful poverty which children there had to endure. Its recipients were Hans and Anky Rookmaaker, who heard in it the voice of our Lord Jesus Christ: “Truly I tell you, whatever you did for one of the least of these brothers and sisters of mine, you did for me.”

Anky Rookmaaker set about making connections with people in India who also heard the Lord's call and who wanted to help. She made connections with people here in the Netherlands who would be willing to contribute the necessary resources. Together with Mr. Slothouber, she and her husband founded 'Stichting Redt een Kind' on 28 March 1968.

OUR VISION

As a Christian non-profit organization Help a Child wants every child – regardless of their social, political, religious, ethnic, or economic background – to have a life in dignity, with love and with a promising future.

OUR MISSION

Help a Child provides a future for children in need, their family, and their entire community.

OUR GUIDING PRINCIPLES

Sustainable impact

Help a Child creates sustainable Impact for children. We want to support children living in poverty and crises to have a better future. We achieve this by empowering our target groups, enabling them to independently enhance their living conditions and increase their resilience and coping mechanisms to deal with the crises they face.

Empower people

As a Christian organization, we believe that every human being and every child is uniquely created in the image of God. All our efforts need to result in people who have the strength and perspective to improve their own situation and the confidence to develop within their own context.

Holistic care

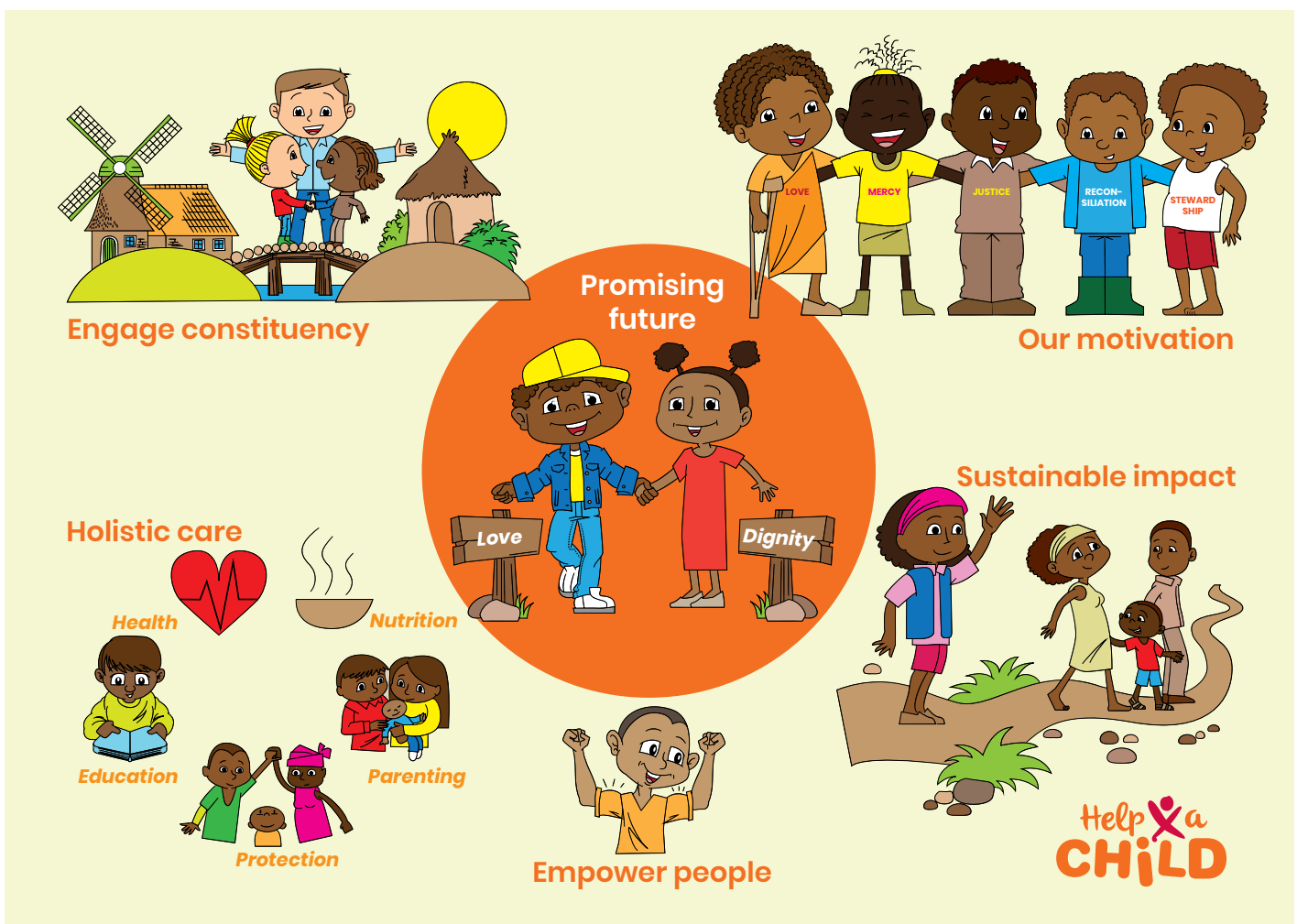
Help a Child understands that poverty and crisis are multidimensional, therefore we believe in holistic approaches. Providing children with a better future is a comprehensive goal, encompassing multiple domains. We support children to be Healthy & Strong, Educated for Life, Social & Emotionally Developed and living with Hope & Dignity. As an organization, we focus on what we do best and cooperate with other actors to achieve the rest.

Engage our Constituency

Our reason to exist is children in need, our right to exist is our constituency. To engage people in the Netherlands in our work is crucial in a world in which we are connected as brothers and sisters. As an organization we feel the obligation, due to our shared values of compassion and love, to create awareness and to function as a bridge between the families in the Netherlands and families in need worldwide.

Our motivation

We believe that the motivation with which we do our work makes a difference. As Help a Child colleagues we are inspired to love, called to justice, moved to mercy, invited to reconciliation, motivated to stewardship and dependent on God. These Christian principles inspire us to give our best in all circumstances.





OUR STRENGTHS AND CHALLENGES

When we evaluate our own performance, we see the following strengths and challenges:

Strengths

- We are innovative and agile, which makes us attractive in cooperating with others.
- We are seen as a trustworthy partner that delivers quality.
- In a world where sustainability and impact become more important, we have a strong track record in achieving this.
- We are financially healthy with a loyal constituency and our child focus resonates with many stakeholders.
- We have a long history of localization with a strong partner network and a supportive country presence.

Challenges

- We want to grow to have sufficient scale and size (both in our programs and office capacity) to stay relevant to our current and future donors.
- We want to become more distinctive: in our values, our communication, in sharing our knowledge, in our awareness raising, in our identity, visibility and brand. This in order to raise our visibility and to seize more opportunities.
- We want expand on our current limited institutional donor base.



Our **context**

We are writing this strategy in a period of insecurity and polarization. The wars in Ukraine and in Gaza are raging on and the world powers are clashing. As a result, the population in the Netherlands (but similarly everywhere in Europa) is increasingly becoming inward-looking. Populism and nationalism are on the rise, and as a result international solidarity is decreasing and severe cutbacks on development aid from the Dutch Government have just been announced.

We are in a time of system crises: a scarcity of natural resources, food, energy, housing, and water. Climate change, worldwide tensions, new donors with new rules, new media, democracies under pressure, and UN organizations that are not functioning well. This is the environment we need to relate to and work with. On the one hand we see increasing globalization, more interconnected, and on the other more conflict and competition.

TRENDS GLOBALLY

When looking at the trends globally you can distinguish the following long-term developments:

- Climate change
- Digital revolution
- Accelerated urbanization
- Demographic change
- Shifting powers
- Raw materials scarcity

We analyzed that the first two trends will (potentially) affect our work in the coming years most significantly, whereas the third most likely will become relevant for us in the coming ten years. They really need our attention in the coming strategic period,

but also the other three trends will continue to shape our work as well and we need to monitor them closely.

TRENDS IN OUR SECTOR

Our sector is changing rapidly, which also has an impact on our future. Here are some of the developments that will have an impact in the coming years.

EXISTING AND NEW ROLES IN INTERNATIONAL COOPERATION

The existing roles (service delivery especially in fragile countries, financing, Lobby & Advocacy) will most likely stay and new roles will emerge (like direct funding, cash transfers, social enterprises, playing a broker role, work in the North, Public Private Partnerships, impact investing, high risk innovation investing, international Lobby & Advocacy, new media, AI). This calls for changes in the aid system and will have consequences for our role as well in coming years.

LOCALIZATION

Localization, shift the power, decolonization of aid are themes that shape the relationship between North and South. We need to respect local and national ownership. With the aim to aid that is better connected to local knowledge and experience, priorities, rhythms, needs and the local cultural environment, and because of that is more effective, efficient, and sustainable. What exactly this means for our role is still hard to predict, but it will affect us.

INCREASED COMPETITION FOR SHRINKING IF FUNDS

We see an increased competition for shrinking institutional funds globally which translates into pressure to work in consortia, increasingly accessible through tenders and our grant managers. With limiting conditions (geographically, track record, result based management, payment by results, PMEAL etc.) and an increasing challenge to work cost-effective (the so-called starvation cycle which means you need to subsidize institutional funding with own income). Also, we see a shift of budgets from development aid to emergency relief.

INCREASED COMPETITION FOR PRIVATE FUNDS

In the Netherlands we see increasingly that some charities hit the private market and try to push others out, especially international actors trying to buy the market with foreign subsidies and exceedingly high investments in professional marketing tools.

TRENDS AMONGST PRIVATE DONORS AND OUR CONSTITUENCY

Overall, we see a trend toward Impulsive, emotion driven donations, and short-term commitments. Furthermore, people expect something in return for their giving: events and experiences. Especially younger generations give less and short term.

Our constituency base sees a steady decline in the number of Christian donors, churches, and schools. At the same time there is a decline in committed giving. As boundaries between churches disappear, younger generations lose a natural connection with Help a Child.

Trends in private fundraising show a focus on innovation and technology. Innovations in online and mobile fundraising become increasingly important; the same is true for harnessing the power of data. Growth in private fundraising income is expected through e-mail and marketing automation where it becomes increasingly important to approach the donor individually. With an aging population a growth in inheritances can be expected, which can only be accessed if an organization has established a good relationship with its constituency.

TRANSFORM, DIE WELL, DIE BADLY

The trends above give us a few choices: to transform, to die well or to die badly.

Transform: to become more relevant, sustainable, and better able to achieve the mission, with a more focused mandate, role, niche that communities want and what the wider movement wants from you.

Die well: merging, spinning out or giving away expertise, programs and other assets to partners, other NGOs, other parts of civil society in the Global South of Global North so that they can continue the mission.

Die badly: leaving no assets for other parts of the movement to build on.

With this strategic plan Help a Child wants to start a transformational process. It is our desire to go through the necessary transformation process successfully and stay relevant for children and families in need.

HOW WE CONTRIBUTE TO THE SDG'S

Fortunately, we are not alone in our mission to provide a future for children in need, their family, and their entire community. We are part of a broader international movement striving for a hopeful and sustainable future. The United Nations' Sustainable Development Goals (SDG's) give words to this shared ambition, and our programs directly contribute to achieving these SDGs. With its holistic approach Help a Child contributes to the following Sustainable Development Goals.



All our programs, both in disaster response and in development, contribute to the immediate and long-term alleviation of poverty. Together with partners, we empower and equip children and their families in the poorest areas around the world for a hopeful future: a life with sustainable livelihoods instead of hunger. And we do so irrespective of a child's social, political, religious, ethnic or economic background, because every child deserves to have a life in dignity, with love and with a promising future.



Furthermore, we focus on Early Childhood Development, Parenting and livelihoods for parents. Thus, we invest in the health and well-being of children through quality education for both girls and boys, parenting courses, community building programs, agricultural training and through helping youth and families to start their own sustainable, environment-friendly (agri)business. As families become socially and economically resilient, a hopeful future for their children is secured.



In our work in fragile situations, we furthermore focus on child protection. To this end, we contribute to food security, sanitation and emergency education in crisis situations, and we assist in peacebuilding processes to achieve long-term safety.

Our way of **working**

This strategic plan is not reinventing Help a Child from scratch. On the contrary, we build on solid work from the past. Before we look at our ambitions for the coming period, this chapter underlines the building blocks we have developed before, and want to keep, improve, and build on.

HOW WE WORK

We work with a so-called Theory of Change as depicted below. The picture must be read from the inside out: everything is centered on the child. The child is at the heart of our Theory of Change.



HOW WE RAISE FUNDS

Although we are primarily a constituency-based organization, we have made the decision to increase our impact by also using our private income as a multiplier to attract institutional funds. The consequence of this is that we must deal with the interests of two quite distinct groups of donors that do not always have similar goals and aims. Especially the trend in institutional fundraising for more scale and impact is a challenge for us. Nevertheless, we want to address that challenge as we feel it is an important way to stay relevant and to multiply the impact, we can have on the lives of the children we want to help.

WHERE WE WORK

We work in Africa and in India in the places where children need our help the most. We work in rural areas and for as long as we are relevant and have value to add. We work in a mix of developing and fragile countries offering development and disaster response programs.



OUR GEOGRAPHICAL CHOICES

For the coming years we will continue to work in a mix of countries with a development profile and a fragile profile. The countries with a development profile we are working in currently are Kenya, Rwanda, India, Malawi and Uganda. The countries with a fragile profile are Burundi, DRC, South Sudan and Somalia. Our strategic direction is to work more in fragile countries as we feel we can make more impact there for children in need.

As countries develop further there also comes a time that our role adds less value. We want to make well thought through decisions on when to enter and when to exit a country. By the end of this strategic period we expect to make clear decisions on our geographical presence in coming 10 years.



WITH WHOM WE WORK

Already in 1968, we chose to work through local Christian partners. At the time that was a very innovative choice. After four decades working solely through local partners, we decided also to be present in the countries where we do our work. In that way we can coordinate the programs better, guard the quality of work and add specific expertise. And we can also play a role in building the capacity of our local partners and acquiring local funds for as long as our local partners are not able to do so.

BUILDING ON PREVIOUS CHOICES

The main strategic ambitions for 2021 – 2024 were more quality and impact, strategic innovation and scale up, and strong positioning and collaboration for more resources. We have made substantial progress in the past four years, and we will continue to build on those achievements.



Our strategic **ambitions**

Based on our desire to learn how to create more impact for more children in need, our desire to stay relevant in a world that asks for scale, innovation, and impact, and looking at the trends we observed in *Our context*, we have formulated four main strategic ambitions.

- Create more impact for more children in need
- Strengthen our local allies
- Help children who need our help the most
- Be a bridge between two worlds



MORE IMPACT FOR MORE CHILDREN IN NEED

The needs of children are increasing, but also the funding gap is increasing. To address this, we must step up our efforts in diverse ways. At the same time, we need to mitigate the trends that potentially threaten us in creating more impact for more children.

ORGANIZATIONAL SCALE

If we are eager to help significantly more children in the next ten years, and if we want to survive the expected shake-out in our sector, we need to scale as an organization. We want to **be part of a new organization** built on like-minded Christian organizations with the scale of at least an income of 150 million euros.

For the next 4 years this means

- We will explore and – if positive – implement the integration with one like-minded Christian organization in such a way that it attracts at least one other participant by 2028.

PROGRAMMATIC SCALE

To have sustainable impact and provide relevant lifesaving humanitarian aid at scale we need to focus on our areas of expertise and the way we deliver them. We can no longer do everything for everybody. **We focus on the impact on the young child** (0–6) and our interventions should as much as possible have a clear and **direct impact** on those children.

Similarly, we will **review our current CCCD programs**. The time of a one-size-fits-all approach is over, and we need to adapt to the changes in the countries we work in but also deal with the consequences of our choices like the shift to fragile countries and working integrative together with other organizations.

For the next 4 years this means

- By 2026 at least 70% of our scale up will be connected to ECD, Parenting and child protection.
- In 2025 we will phase out Youth & Work as a thematic expertise area.
- We will redesign programs and operations (like we did in Rwanda) in the other countries depending on where they are in their project life cycle.
- Review and analyze our longer running CCCD programs and make adaptations if necessary.

INNOVATIVE SCALE AND ACCELERATION

In a changing world and with the digital revolution in mind, the old answers may not be relevant anymore in the future. We want to continue to explore innovative approaches that help accelerate or scale the impact of our work.

For the next 4 years this means

- We will review and adapt the current strategic innovation and scale-up policy (2025).
- We want to apply successful (digital) innovations to help us scale and accelerate the impact of our work.
- We want to further invest in an organizational culture and structure that promotes innovation.

PROGRAMMATIC QUALITY

More impact is not only reached through scale but also through more quality. We want to give our best for children in need, therefore we will **continue to invest in the quality of our work**. We want to hold ourselves accountable for that quality by continually measuring, evaluating, and improving our work so that we have a just cause to say that our work is making a difference in the lives of children in need.

For the next 4 years this means

- So far, we have invested mostly in our own quality of work. In this period, we want to shift our focus to the quality of the work of our partners and community volunteers.
- Data control and analysis is improved and allows for high quality evidence, that can be used for decision making and donor attraction.
- Share our results with a wider public and be proud about it: publish at least one publication/report and share results through public events/channels on at least one expertise area per year.
- Successful CHS recertification by the end of 2026 and FPA renewal in 2026.

MITIGATING EFFECTS OF CLIMATE CHANGE

We want to make sure that our efforts to reach impact for children is not damaged by other factors. We know that the negative impact of climate change can be huge for the areas that we work in. Therefore, we must **proactively mitigate the effects of climate change** in our project areas, whilst at the same time make sure that we stay a child focused organization.

For the next 4 years this means

- In 2025 we will follow up on the outcomes from the project location quick scans and the carbon footprint baseline report, by implementing solutions for the location specific issues and by setting targets for our carbon reduction ambitions.
- Mainstream climate into all our concepts, mitigate or compensate the negative climate effects of our work.
- Develop innovative child-led climate adaptation concepts within our core concepts (e.g., green ECDs, green CFS).

BALANCE OF FUNDING STREAMS WHILST ACHIEVING SCALE

To keep our strategic independence and the ability to make our own choices we want to have a healthy balance in our own income and the income of others. This balance should be **approximately 40% own income vs 60% other income**.

For the next 4 years this means

- Make sure that we have a good overview of the increasing and specific demands of a larger and more diversified funding stream (2025).
- Make a specific plan for attracting match funding for the increasing other income and implement this. By 2028 we want to reach the planned target.
- Continue to invest in more diversity of Institutional funding donors. No donor should be bigger than 1/3 of the total IF budget.

UNRESTRICTED INCOME

To create more impact for more children in need, having unrestricted funding is crucial. We especially see the further growth of **our charity shops** as the most promising and effective way of achieving that and therefore we will put our efforts to make them grow.

For the next 4 years this means

- By 2028 we want to reach a level of unrestricted income: 4 mio.
- Organize our relationship with KLIMREK in a future proof way in terms of both governance and support.
- Support KLIMREK in their ambition to grow with 2 shops each year.
- Invest in legacy capacity and make a legacy strategy.

OUR LOCAL ALLIES

Believing in the strength of the people we work with, to empower them, and to achieve sustainable impact eventually also has consequences for the way we work with our partners in the countries we work in and how we relate to them.

PARTNER SUSTAINABILITY

To make sure that our partners can sustain the work after we have left, it is important that we invest in **both capacity strengthening and financial sustainability** of our partners.

For the next 4 years this means

- Together with our partners design a partnership journey with tailor-made capacity strengthening plans for our partners and develop a policy on our contribution to their financial sustainability. And implement this.
- Hold a partnership survey in 2024 as a baseline and repeat this in 2026 and 2028. Our Net Promoter Score should increase at least 1 point by 2028.
- Invest in knowledge management together with our partners, for example being part of the Communities of Practice.

DECENTRALIZATION

Our partners are – as much as possible – the main channel for reaching and helping children in need. This varies from country to country but should still be our aim. This also means that our country offices need to take on a supporting role towards partners. We feel we have focused too much on decentralization in the past strategy period.

For the next 4 years this means

- Implement the planned restructuring in the countries by the end of 2025.
- Restructure the organization so that our internal ratio for direct project expenses will be 80% by 2028.

LOCAL GOVERNMENT

In a time where increasingly Southern governments are weary of Western, involvement it is important to keep good and close relationships with (local) governments. For this reason, but also because the outcomes will be more sustainable, we need to become more proactive in engaging with them both at national and subnational levels.

For the next 4 years this means

- We want to develop an approach for structural involvement of local government (and other local stakeholders) as part of our multi-annual project cycle.
- We want to formulate our ambitions per country on which level we want to interact with government at national level.

CHILD CENTRED

Localization does not stop with partners or local government, but also involves children. For us to be a truly child centred organization we need to step up our game in the way we relate to the children in our projects. **Involving children in most aspects of our work** is something we can improve upon and make a higher priority.

For the next 4 years this means

- Make a position paper on child involvement in our work.
- Evaluate the pilots on child-led Monitoring & Evaluation and child-led complaints and feedback systems and roll out – if positive – to all our project areas.
- Use the Rwanda Turakura program to involve children structurally in progress reporting towards our supporters.
- Prioritize child-led focus in innovations.

CHILDREN WHO NEED OUR HELP THE MOST

We want to be in the places where children with the most need are living. Even though there are child needs in the lower middle-income countries we work, the question is valid if we use our resources most impactful in the current countries we work in.

GEOGRAPHICAL CHOICES

We want to continue our geographic shift towards fragile countries. Within the next ten years we want to come to **a ratio of 2/3 fragile countries vs 1/3 non-fragile countries.**

For the next 4 years this means

- Do research on the wider organizational consequences of this choice.
- Update our research on entry and exit criteria for countries.
- Evaluate our presence in countries two years before long-term projects end.
- Develop a country journey, guiding us in decisions on country phase-in and phase-out. Define an optimal set of countries / projects / budgets / sources of income. Apply this to a roadmap for our countries in the next 10 years.

URBANIZATION

Mega trends show a shift towards accelerated urbanization. In the next ten years we want to prepare ourselves to also be relevant towards the needs of children in urban contexts, whilst honouring our guiding principles.

For the next 4 years this means

- Do desk research on child focused community and group-based interventions in urban settings (2026).
- Based on research: Setup small pilot projects to test whether our approaches can be adapted to urban settings (2027 – 2028).

BRIDGE BETWEEN TWO WORLDS

To engage people in the Netherlands with our work is crucial in a world in which we are connected as brothers and sisters. Even with a shrinking Christian population in the Netherlands, there are still more than enough like-minded people that share our values and believes, to make together a difference for children in need.

OUR CONSTITUENCY

We want to be a bridge between the world of the children in need and the world of our constituency. Bridging those worlds also means raising awareness about the consequences of lifestyle choices that our constituency makes for the children we want to help. We want to do so more proactively and more challenging.

For the next 4 years this means

- Make a position paper on our way of awareness raising towards our constituency and the wider Dutch public and translate this into an awareness raising policy (2025).
- Implement this policy (2026 and beyond).
- Make sure we connect to sector wide initiatives and be pro-active in rallying the support of Prisma partners.

CHARITY SHOPS

In a world with declining international solidarity, we need to engage as much people as we can on this topic. With the growing number of volunteers in our charity shops we have a wonderful opportunity to make them ambassadors for children in need. Similarly, we want to engage with the customers in the charity shops more proactively as well.

For the next 4 years this means

- Develop – together with Klimrek – a strategy on how to engage volunteers and customers.
- Equip volunteers with knowledge and tools for them to take on their ambassador role (2025).
- Create awareness amongst customers about the needs of the children we support.

SPONSORSHIP ALTERNATIVES

There is a growing awareness that there are elements in our sponsorship model that are not doing justice to our guiding principles. Within the next ten years we want to **develop alternatives** that can provide us with the same level of loyal giving that our current sponsorship model provides.

For the next 4 years this means

- Implement the Turakura giving model in Rwanda in 2025 and do a first evaluation of the results in 2026.
- Review the effectiveness of the “Noodfonds” giving model and adapt if needed (2025). Consider a Turakura variant for fragile countries.
- Consider adapting the current sponsorship model as much as possible to counter criticism.

WHAT DOES THAT MEAN FOR OUR ORGANIZATION?

AGILE AND INNOVATIVE ORGANIZATIONAL CULTURE

We recognize that as an organization we have a flat structure that allows us to be agile, entrepreneurial, and innovative. We are open-minded and eager to learn. These are important qualities for an organization in changing and uncertain times. We want to cherish and build on those characteristics.

For the next 4 years this means

- Leadership development and empowerment training (MT and CDs) focusing on nurturing an agile and innovative culture in 2025.
- Focusing on the digital skills of our staff.
- Implement what solutions are available to improve digital skills.
- Cultivating a forward-looking learning culture and stimulating the learning exchange with the outside world.

DIGITAL REVOLUTION

The swift progress of technological advancement has initiated a digital revolution. Embracing this digital transformation is crucial to stay competitive in a rapidly changing environment. We want to be in the forefront in utilizing emerging technologies to create impact, streamline processes, improve collaboration, and boost efficiency.

For the next 4 years this means

- Set up Community of Practice for digital skills/IT to share knowledge in our organization and with our partners.
- Intentionally integrate our strategic innovation with digital transformation in all layers of our organization.
- Continue to invest in our ICT systems (Project Management, HR, and Management Information System) and our process efficiency.
- Set up a local ICT support system for our country offices.

ESG elements in this strategic plan

We have a burning desire to contribute to a sustainable future. Although we do not yet explicitly report on ESG factors yet, our strategy is full of them. Here we summarize the main ones.

ENVIRONMENT

This factor evaluates a organisation's impact on the environment. It involves evaluating the organization's efforts to mitigate environmental impact and climate change, protect biodiversity, promote sustainable resource management practices, and reduce their carbon footprint. Here are some of our ambitions:

- In 2025 we will follow up on the outcomes from the project location quick scans and the carbon footprint baseline report, by implementing solutions for the location specific issues and by setting targets for our carbon reduction ambitions. (p.15)
- Mainstream climate into all our concepts, mitigate or compensate the negative climate effects of our work. (p.15)

SOCIAL

This factor evaluates an organization's impact on its stakeholders. It considers social well-being, labor practices, human rights, community involvement, diversity, and customer satisfaction. Here are some of our ambitions:

- Successful CHS recertification by the end of 2026 (where community involvement is featured prominently). (p. 15)
- So far, we have invested mostly in our own quality of work. In this period, we want to shift our focus to the quality of the work of our partners and community volunteers. (p.15)
- Involving children in most aspects of our work is something we can improve upon and make a higher priority. (p.17)
- We want to be a bridge between the world of the children in need and the world of our constituency. (p.18)
- Develop – together with Klimrek – a strategy on how to engage volunteers and customers in our charity shops (p.18)

GOVERNANCE

Good governance focuses on promoting ethical behavior, transparency, accountability, and effective decision-making processes within an organization. It aims to ensure that the interests of shareholders, employees, communities, and other stakeholders are adequately represented and protected. Here are some of our ambitions:

- Leadership development and empowerment training (p. 19)
- Cultivating a forward-looking learning culture and stimulating the learning exchange with the outside world. (p. 19)
- Together with our partners design a partnership journey with tailormade capacity strengthening plans for our partners and develop a policy on our contribution to their financial sustainability. (p. 16)
- Hold a partnership survey in 2024 as a baseline and repeat this in 2026 and 2028. Our Net Promotor Score should increase at least 1 point by 2028. (p. 16)
- We want to develop an approach for structural involvement of local government (and other local stakeholders) as part of our multi-annual project cycle.

Our financial ambitions

RAISED INCOME (in 1.000 euros)	Budget total 2024	Budget total 2025	Budget total 2026	Budget total 2027	Budget total 2028
Income from individuals	7.360	7.500	7.700	8.100	8.400
Income from businesses	874	900	950	1.000	1.050
Income from government subsidies	13.350	13.300	14.050	14.550	15.250
Income from related non-profit organizations	450	700	900	1.100	1.200
Income from other non-profit organizations	1.716	1.650	1.550	2.000	2.200
RAISED INCOME TOTAL	23.750	24.050	25.150	26.750	28.100
OTHER INCOME & NET FINANCIAL INCOME	280	40	40	40	40
TOTAL INCOME	24.030	24.090	25.190	26.790	28.140
EXPENDITURES ON OBJECTIVES (in 1.000 euros)					
Programmes	20.449	20.550	21.250	22.450	23.600
Awareness raising	929	1.000	1.100	1.100	1.150
EXPENDITURE ON OBJECTIVES TOTAL	21.378	21.550	22.350	23.550	24.750
COSTS OF RAISING INCOME	1.648	1.800	1.850	1.900	1.950
MANAGEMENT AND ADMINISTRATION COSTS	766	800	900	950	1.000
TOTAL EXPENSES	23.792	24.150	25.100	26.400	27.700
NET INCOME AND EXPENSES	238	-60	90	390	440
GROWTH CONTINUITY RESERVE	238	-60	90	390	440

We expect that we are able to build on the growing income from the previous strategic period. From private donors we expect a modest growth in the coming years as we continue our sponsorship model in combination with other models like Turakura.

As the number of charity shops will grow during the new strategic period we also expect the income from charity shops to grow significantly.

Subsidies from governments remains the major channel of funding. We trust that we will be able to continue our lead position in South Sudan though we keep our budgeted income from Dutch Relief Alliance modest compared to 2024.

As we will build on the growing portfolio of other donors like ECHO, UNICEF and USAID we budget for growth in income from these donors.

Though increasing income requires staff investments we set a new organizational structure in 2024 with the aim to organize ourselves agile and cost efficient in the new strategic period. Hence our expenses will increase in the strategic period, but we aim to keep our cost ratios at least at the same level as in 2024.



**'If you want to go fast, go
alone, if you want to go far,
go together. '**



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