

STRATEGY



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SV assists refugees and displaced persons, in particular those who are difficult to reach or receive little media attention.

Stichting Vluchteling

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1. SUMMARY

This memorandum describes the strategic choices of Stichting Vluchteling (SV) for the years 2020-2024. SV provides emergency aid to refugees and displaced persons, in particular those who are difficult to reach or receive little media attention.

Refugee dignity is always the starting point for SV's relief efforts and it defends the rights of refugees and displaced persons. SV therefore wants to bring humanity back into the debate on refugee protection. SV wants to do that by emphasising the person behind the refugee.

Until now, SV's role has primarily involved fundraising and providing information. In the coming years, SV, together with partners, will also develop operational capacity. SV will build operational knowledge and expertise that will be made available to partners. This concerns in particular improved humanitarian access to crisis areas and treatment of chronic diseases in crisis situations.

In this way, SV will increase its impact for refugees and displaced persons in the period 2020-2024. In the coming years, the organisation will build on its long-term experience in the provision of aid and will strictly monitor the quality and effectiveness of the aid.

SV wants to remain flexible, persistent and decisive and be wary of bureaucratisation. SV has therefore set a ceiling on the growth of the organisation to a maximum of 45 employees. SV foresees a gradual growth in income from EUR 22.8 million in 2019 to EUR 24.9 million in 2024.

SV will organise the foundation based on a new model of partnership, which entails many changes. Starting in 2020, SV will have a primary partner, Intersos, which fits well with SV in terms of its objectives, vision and culture. SV will also intensify cooperation with local organisations.

2. THE ORGANISATION AT A GLANCE

SV was founded in 1976 by Mr. Cees Brouwer. In the fifteen previous years, Brouwer was the driving force behind numerous ad hoc fundraising campaigns for refugees. To accomplish this, he mobilised churches, aid organisations, unions and employer 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 to the German occupation in World War II.

The core of SV's mission is still the same as it was in 1976: to help refugees and displaced persons in acute distress anywhere in the world. In 2019, SV undertook 48 aid projects in 23 countries; the largest projects were in Afghanistan, Yemen, Cameroon, Niger, and Syria. The number of SV structural donors is 52,000 and the total number of donors is around 200,000. For 10 years, SV has organised the Night of the Refugee, a nightly sponsorship walk of over 40 km, in which 5,675 people participated in 2019.

Since its foundation in 1976, SV has worked with partners who carry out aid projects. Since 1 January 2020, SV has a new partner model, which provides a primary partner for the implementation of emergency aid. SV also works with a number of local and international partners who have specific expertise.

3. MISSION, VISION AND CORE VALUES

Mission

SV provides life-saving assistance to people who are victims of conflict, violence or natural disasters. In line with this, we support communities in finding structural solutions, so that people can improve their future on their own. Our assistance focuses on refugees, displaced persons and returnees. We provide help regardless of religious beliefs, political views, ethnicity, nationality, gender and sexual orientation.

Vision

SV achieves its mission by providing emergency relief to refugees and displaced persons in crises around the world.

SV is impartial and independent. SV provides assistance on the basis of its own assessment of human needs and available capacity. SV pays particular attention to refugees and displaced persons who are difficult to reach or who receive little media attention.

SV works in partnership with a number of carefully selected international and local implementing organisations. In addition to regular and financial support, SV provides in-depth operational knowledge and expertise to its partners. In the coming years, SV will focus on treating chronic illnesses in crisis situations, strengthening local emergency aid capacity and improving access to crisis areas.

Core values

SV takes the individual human being, and thus the human dimension, as a starting point and ensures that refugees and displaced persons are treated with dignity.

SV is persistent, creative and flexible and can respond quickly to the needs in the world; SV stimulates innovation and is open to special initiatives. SV attaches great importance to openness and critical thinking as the foundation for an organisation that tries to continuously learn and improve.

SV ensures a safe situation within the care provision and protects those who are requesting assistance against all forms of exploitation and abuse. SV ensures a safe working environment where employees are heard and feel at home and where people treat each other with integrity.

4. WORKING METHOD

4.A. Starting points:

- **Where the needs are greatest.** SV is a humanitarian organisation; SV primarily focuses on saving lives, alleviating suffering and preserving human dignity during and after conflicts and natural disasters. SV helps where the needs are greatest and uses its limited resources where there is the least capacity to respond to these needs. This means that the deployment of SV can take place anywhere in the world, but also that humanitarian aid in highly developed countries will remain an exception.
- **Refugees who are difficult to access / forgotten crises.** SV focuses on refugees and displaced persons, with a special focus on groups that are difficult to reach due to violent conflict or political obstruction and those involved in crises that receive little (international) attention. Host communities that receive refugees are involved in the relief work. SV also supports people who return home. People who migrate because of growing inequality, poverty and climate change often find themselves in the same life-threatening circumstances as those who become refugees due to conflict and persecution. Although this group of people does not belong to the primary target group of SV, SV cannot and does not want to make a distinction between the different groups in these situations. SV therefore offers help to this group, provided that SV is already present and has sufficient capacity.
- **Lifesaving emergency aid.** The resources that SV has available for relief are mainly spent on life-saving relief, immediately after a crisis or in chronic crises, with the priority being on health, malnutrition, water and sanitation as well as protection. A smaller proportion is spent on more long-term forms of humanitarian aid for refugees and displaced persons. These are activities aimed at increasing self-reliance and resilience, such as food security, education and livelihood.
- **Advocacy.** SV's assistance has a direct impact in crisis situations, but does not change policy. Policy changes are necessary to guarantee access to groups of people, to improve the quality of aid, and to find more sustainable solutions. SV contributes to those changes through targeted advocacy. SV does not hesitate to take an open, critical and explicit position in the (political) debate, in which the information and experiences of partner organisations and SV employees in the field are always leading. Where useful and necessary, we work together with other humanitarian organisations in the Netherlands.

- **Human dimension.** SV wants to show the Dutch public the person behind the refugee. SV wants to bring humanity back into the debate on refugee protection and always takes refugee dignity as a starting point. SV increases support for global refugee protection through information and factual information. In this, SV seeks cooperation with other organisations.
- **Persistence and creativity.** Stichting Vluchteling's communication is creative, incisive and pushes the boundaries both in terms of the message and the resources that SV deploys. SV is easy to approach and can provide information quickly. SV provides a nuanced and honest image, partly through the background information of **#FairFacts**.
- **Private income as the basis.** SV's private fundraising is at the core of its revenues. SV communicates intensively with the Dutch public and invests in fundraising and communication in order to involve donors with SV more and in better ways.

4.B. Partnership model

Since its foundation in 1976, SV has worked with partner organisations that carry out the projects in the field. In recent years, we have worked with a primary and exclusive implementing partner and a number of local organisations. With the implementation of this Strategy for 2020-2024, SV has revised its partnership model; the new model is as follows:

- SV's assistance is provided by partners in accordance with recognised partnership principles: equality, transparency, focus on results, complementarity and mutual responsibility¹.
- SV is committed to a primary, but not exclusive, implementing partner. This partner, Intersos, has long-standing and worldwide experience in emergency aid and fits well with SV in terms of its vision of aid and the organisation's culture. In addition to being the primary international partner, SV will also work with a small number of other international organisations that bring specific knowledge, capacity and experience.
- SV also highly values cooperation with local organisations. The quality of the cooperation and the impact of the aid come first; SV, however, does not aim to have a large number of local partners.
- SV is committed to upholding international legal protection for refugees and does this in collaboration with partners with specific expertise in this field.
- SV will continue to support innovative initiatives. SV maintains a large network of organisations and individuals who want to support refugees. SV brings people and partners into contact with each other in such a way that innovative initiatives can arise for the aid to and advocacy for refugees and displaced.

¹ These partnership principles have been drawn up by the Global Humanitarian Platform and set out in SV policy. (<https://www.icvnetwork.org/global-humanitarian-platform-ghp-overview>)

4.C. Funding model

On average 25% of SV's resources come from governments. This concerns projects that are carefully defined in advance and SV, together with the partner, ensures that these projects are carried out according to plan. The resources from private fundraising and the annual contribution from the Postcode Lottery are more flexible. SV and its partners are looking for a method of cooperation that enables quick action in the event of an acute crisis. SV is also exploring forms of funding that are predictable, possibly multiyear, and that offer flexibility in project implementation.

5. ENVIRONMENT AND RISKS

5.A. Important changes in the environment of SV

- Humanitarian needs in the world have increased significantly over the past five years. The reasons for this lie mainly in the long duration of conflicts, sharply deteriorated economic situations and climate change. The number of refugees and displaced persons worldwide has risen from 51.2 million at the end of 2013 to 70.8 million at the end of 2018.
- More and more often, it is becoming impossible for people to flee across national borders and people are trapped in their own place of residence by violence. At the same time, warring parties make it difficult and sometimes even impossible for aid workers to gain access to refugees.
- In aid provision, SV is increasingly confronted with people who find themselves in a life-threatening situation, but who are on the run from threats other than conflict or large-scale violence. The consequences of climate change are particularly noticeable. There are as yet no reliable estimates of the numbers of people displaced by climate change. It is certain that climate change can lead to natural disasters or conflicts over scarce resources such as fertile soil and water. People displaced by the effects of climate change or growing inequality or dire poverty often use the same escape routes as refugees of conflict and persecution. The same need for protection and assistance applies to everyone on these routes.
- The political and public debate about refugees has hardened enormously; the use of language in that debate dehumanises refugees and this puts pressure on support for refugee assistance. SV takes care not to contribute to this in its own language. At the same time, as a response, many citizen initiatives have been launched to support refugees, which is an important and encouraging trend.
- More and more Dutch development organisations are focusing on providing emergency aid. This requires coordination and cooperation. SV is an active member of the Dutch Relief Alliance (DRA), a partnership of 16 organisations that jointly offer assistance during major humanitarian crises.
- The demands that the public and donors place on humanitarian organisations are increasing. SV has drawn an important conclusion that it is no longer sufficient to finance humanitarian operations, but that operational involvement is necessary.

5.B. Risks regarding the implementation of the Strategy for 2020-2024

SV continuously evaluates the risks that could affect the provision of aid, the generation of revenues or its reputation. Where possible, SV takes appropriate management measures, submits them to the Supervisory Board and shares these measures within the organisation. Some important risks are:

- Reduced public and political support for refugee protection and aid due to the polarisation of the refugee debate. This can result in reduced charity appeal for donors or even potential employees.
- Failure to achieve fundraising goals due to growing competition and the sometimes negative public perception of specific fundraising activities.
- Loss of government funding if the Dutch government drastically curtails its humanitarian aid funding, or if the Framework Partnership Agreement with EU-ECHO, which is a condition for funding, is not renewed.
- At the same time, SV has the task of organising the foundation with regard to the growth of recent years as well as a new model of partnership. This confluence is challenging and can mean that the implementation of strategic ambitions is delayed somewhat.
- That SV or one of its partners unexpectedly faces issues of integrity, corruption or abuse of beneficiaries or personnel.
- In an increasing number of conflicts, blatant violations of humanitarian law of war are taking place by warring parties. This results in greatly reduced access by aid organisations to refugees and displaced persons. The consequence of the lack of safety or obstruction by warring parties is also that emergency workers are increasingly at risk during their work.

6. STRATEGIC OBJECTIVES

The environmental analysis shows that humanitarian problems are becoming more serious, that access to refugees and displaced persons is becoming more difficult, and that besides war and conflict there are new problems that are driving people to flee. At the same time, the debate about refugees is hardening and polarising, competition in the fundraising market is increasing and the demands of the public and the government for the implementation and accountability of the aid are stricter. The following strategic objectives demonstrate how SV responds to these challenges. Mission, vision and core values (Chapter 3) and Method (Chapter 4) serve as important reference points.

The objectives in the field of aid, information and fundraising are closely interrelated. Humanitarian access, for example, is sometimes only possible in collaboration with local organisations. The fact that SV aims to build up operational knowledge and expertise also offers opportunities to let the public see humanitarian crises from close up via its communication and information. And the other way around, the fact that on average no more than 25% of SV's funding comes from government donors contributes significantly to the independence of its choices in aid.

6.A. Assistance, in partnership

Strategic objectives	Indicators
<p>Strategic objective 1. SV, in collaboration with its implementing partners, provides high-quality and proven effective (emergency) assistance with a special focus on groups of refugees and displaced persons who are difficult to access or receive little attention².</p>	<ol style="list-style-type: none"> 1. The financial volume of SV's project portfolio grows annually with the increase in SV's funding, while maintaining the quality and effectiveness of the aid. 2. In all operations, we respect the four humanitarian principles; protection and accountability to affected populations are an integral part of the programs. 3. SV is present in 90% of the world's most urgent crises involving refugees or displaced persons. This percentage is determined on the basis of the ACAPS's list of "Very High Severity" Crises and the UN list of L3 crises. 4. SV is present in 50% of forgotten humanitarian crises in the world involving refugees and displaced persons. This percentage is determined using the EU-ECHO Forgotten Crisis Assessment (FCA) list. 5. Multi-year evaluations between SV and its partners show that both sides are satisfied with the degree of mutual involvement, decision-making processes and institutional support.
<p>Strategic objective 2. SV, together with partners, develops knowledge and expertise that is insufficiently available in the humanitarian sector and which is of great importance for refugees and displaced persons whose needs are not given much attention.</p>	<ol style="list-style-type: none"> 1. Project Frontline annually supports 2 to 4 country programs with strategy and implementation to demonstrably gain or maintain better access to groups or places otherwise deprived of humanitarian access. 2. Demonstrable strengthening of access to refugees and displaced persons in at least one situation every year, as shown by surveys of "affected populations". 3. After five years, all Intersos health programmes will integrate an approach for chronic disease treatment. 4. Both DRA and EU-ECHO integrate funding for the treatment of chronic illnesses in crisis situations into their policies within 5 years.
<p>Strategic objective 3.a. SV stimulates further development of a substantive, qualitative and sustainable relationship with a number of local partners. SV and partners jointly aim to protect displaced persons and refugees and strengthen operational capacity.</p>	<ol style="list-style-type: none"> 1. The portion of the aid budget that SV spends directly via local partners will increase from 19% of the unearmarked aid funds in 2019 to 25% in 2024. 2. SV will increase its support for capacity building of its local partners in the period 2020-2024.
<p>Strategic objective 3.b. SV has relationships with local partners based on equality; SV takes a modest approach and is curious about the possible contributions of the partner.</p>	<p>A biennial partner survey provides SV with insight into the strengths and opportunities for improvement of SV in relation to the partners.</p>
<p>Strategic objective 4. SV invests in advocacy in order to influence and change policy, thereby increasing and enhancing the impact of SV's work.</p>	<p>Qualitative evaluation of events, lobbying letters with policy advice, interviews with employees of the Ministry of Foreign Affairs, MPs and other stakeholders.</p>

² The EU-ECHO's definition of forgotten crises: "severe, protracted humanitarian crisis situations where affected populations are receiving no or insufficient international aid and where there is no political commitment to solve the crisis, due in part to a lack of media interest"

6.B. Relationship with the public and donors / Information

Strategic objectives	Indicators
Strategic objective 1. SV contributes to increasing support for the protection and reception of refugees.	<ol style="list-style-type: none"> 1. Growth in media reach from 157,875,440 in 2019 to 200,000,000 in 2024 2. Growth in the value of the media attention from 5.5 million euros in 2019 to 5.7 million euros in 2024 3. Growth in the number of followers on social media (Facebook, Twitter, Instagram) from 91,604 to 137,500
Strategic objective 1.a. The further development of the Night of the Refugee into an event where the Dutch can express support for the protection of refugees.	Growth in the number of Night of the Refugee participants from 5,675 to 8,000.
Strategic objective 2. Stichting Vluchteling is the organisation to which the media turn with regard to emergency aid to refugees.	<ol style="list-style-type: none"> 1. In at least 80% of the major refugee crises, SV is approached by media and mentioned in media reports. 2. SV manages to generate media attention for two 'forgotten' crises every year.
Strategic objective 3. SV increases its brand awareness among the Dutch public.	<ol style="list-style-type: none"> 1. Top-of-mind awareness will grow from 1% in 2019 to 5% in 2024. 2. Active brand awareness will grow from 2% in 2019 to 11% in 2024. 3. Passive brand awareness will grow from 64% in 2019 to 75% in 2024.

6.C. Relationship with the public and donors / Fundraising

Strategic objectives	Indicators
Strategic objective 1. SV establishes an integrity code for fundraising and communications.	An integrity code for fundraising and communications is adopted in 2020 and used as a guide for all communications.
Strategic objective 2. Increase income from private fundraising.	Realisation of an increase in private fundraising revenue from 12.1 million euros in 2019 to 16.0 million euros in 2024.
Strategic objective 2.a. Better retention of existing donors.	Maximum dropout rate of 10% of the existing donor base for each of the years 2020-2024, where existing donor base for each of the years is defined as the number of donors who have given authorisation as of January 1 of that year.
Strategic objective 2.b. Annual growth in the number of donors.	At least 2% growth in the number of donors in 2020 and 9% in each of the years 2021-2024.
Strategic objective 2.c. Maintaining and improving the annual return on fundraising investments by using different channels and the right mix of resources.	Return on fundraising investments of at least 5.5 for each of the years 2020-2024.
Strategic objective 3. SV experiments with innovative forms of fundraising to replace existing methods.	SV invests € 100,000 annually in testing innovative ways of fundraising that can provide an alternative to the more traditional forms.

7. ORGANISATION

The culture of the organisation

The employees form the basis of the success of the organisation. SV requires the critical involvement of everyone in the work and encourages openness within the organisation. The most important values for SV are laid down in a “Code of Conduct” in which respect, integrity, active listening and a safe working environment are central. The growth in the number of employees makes it essential to properly inform and involve each other. SV has policies for internal communication and provides sufficient capacity to implement them.

Growth ceiling

SV is not working towards the further growth of the organisation. The limit for the size of the staff will be 45 employees in the period 2020-2024. SV has grown in terms of staff numbers over the past five years. This requires adjustments in the organisation of the foundation. The aim for the coming years is to keep the organisation decisive and to guard against bureaucratisation, although some form of institutionalisation will prove inevitable.

The organisation of the foundation (see Annex A)

The SV director determines the policies of the organisation; this is supervised by the Supervisory Board. The director is also the chairman of the Management Team, in which the heads of the various departments are represented. SV’s organisational structure is as flat as possible because this contributes to the decisiveness and flexibility of the organisation. SV has an active personnel representation, which draws up an annual plan of how it will work for the employees.

Risk management and quality systems

SV invests in good risk management. Action plans to manage risks are regularly evaluated and shared with the entire organisation. SV is in possession of the CBF-recognition passport, is ISO certified and meets the standard of ISO 9001-2015. SV also has a Framework Partnership Agreement (FPA) with EU-ECHO, which is a condition for being allowed to receive financing from the Dutch government.

SV pays a lot of attention to having well-functioning and up-to-date ICT systems for sharing information and managing company data. For example, new systems for document management and project monitoring will be introduced in the course of 2020. In collaboration with the external ICT manager, the security of systems and data is regulated via a strict access policy.

Sustainability policy

SV will regularly review and tighten its sustainability policy in the coming years; where necessary and possible, SV will take new measures to avoid placing an unnecessary burden on the environment and the climate. These measures apply to internal operations, organising events and the implementation of emergency aid. As a first step, SV will include an environmental paragraph in its contracts with its implementing partners and review its policy regarding mission trips.

8. FINANCES

SV is growing from 22.8 million euros in total income in 2019 to 24.9 million in 2024. Because SV has invested heavily in fundraising and communication, these objectives are ambitious but achievable.

Income forecast										
Year	Private fundraising	Governments	Lottery organizations	EU-ECHO	SHO	KUNO	Total	Increase per Year	%	% Government/ EU
2020	12.400.000,00	5.000.000,00	2.700.000,00	500.000,00	PM	173.000,00	20.773.000,00	-	-	26%
2021	13.640.000,00	5.000.000,00	2.700.000,00	750.000,00	PM	179.000,00	22.269.000,00	1.496.000,00	7%	26%
2022	14.500.000,00	5.000.000,00	2.700.000,00	1.000.000,00	PM	184.000,00	23.384.000,00	1.115.000,00	5%	26%
2023	15.250.000,00	5.000.000,00	2.700.000,00	1.000.000,00	PM	184.000,00	24.134.000,00	750.000,00	3%	25%
2024	16.000.000,00	5.000.000,00	2.700.000,00	1.000.000,00	PM	184.000,00	24.884.000,00	750.000,00	3%	24%
Increase 2024 compared 2020	3.600.000,00	0,00	0,00	500.000,00	PM	11.000,00	4.111.000,00	-	-	-
%	29%	0%	0%	100%	-	6%	20%	-	-	-

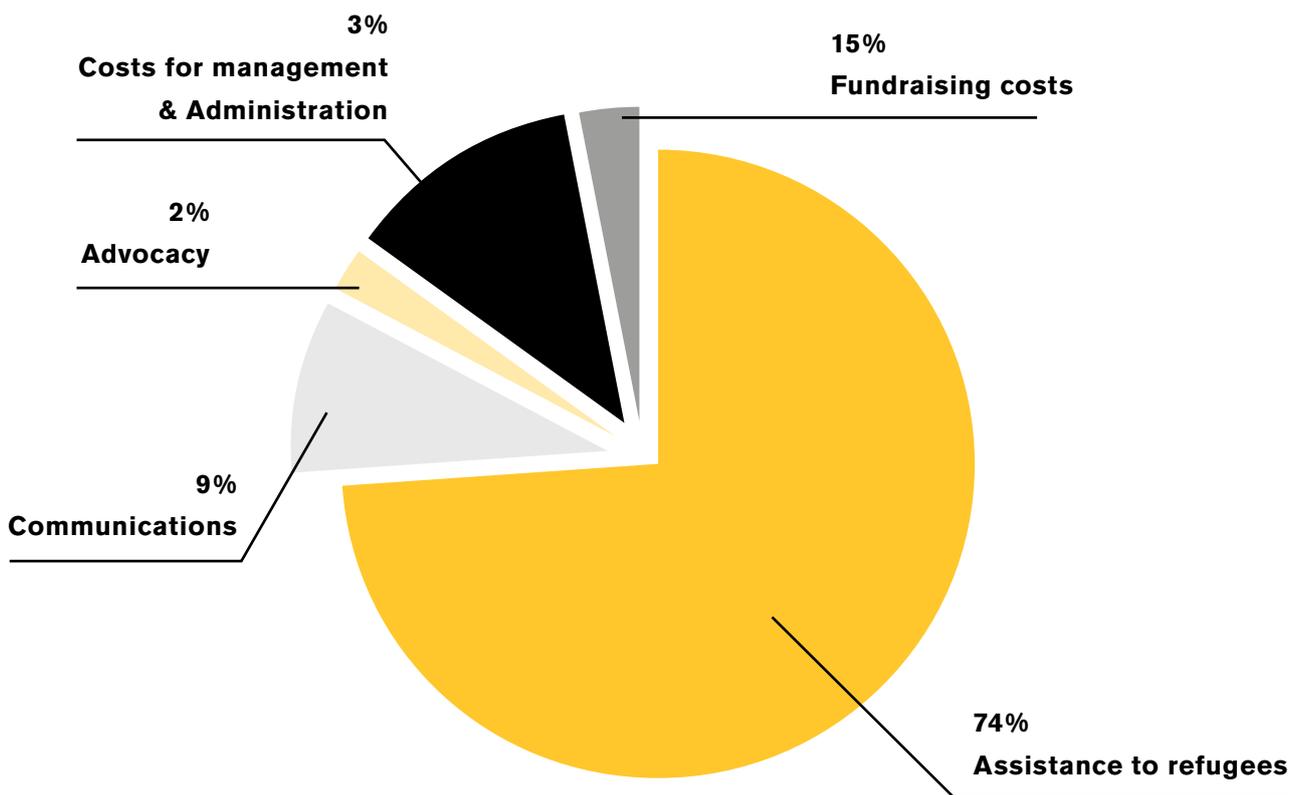
Explanation of the forecast

SV expects the largest increase in income from (its own) fundraising to come from private individuals, companies, foundations and funds. This increase is 29%. Government funding through the Dutch Relief Alliance (DRA) is expected to remain the same every year. An unchanged annual contribution of 2.7 million has been included for the National Postcode Lottery (NPL). SV expects to generate new income from EU/ECHO funding.

Relationships between income streams

SV is committed to its independence and therefore wants to depend on government funding for no more than about 25% of its total income on average. The other 75% of the income comes from its own fundraising. This includes the NPL's annual contribution.

Graph: breakdown of the expenditures



Key financial figures

Costs for management and administration (3 percent) and fundraising costs (12 percent) jointly take up a maximum of 15 percent of the total income. A total of 85 percent of the income is available for the goals of assistance (74 percent), advocacy (2 percent) and information (9 percent). The costs of the private fundraising never exceed 25% of the private income.

9. MONITORING AND EVALUATION

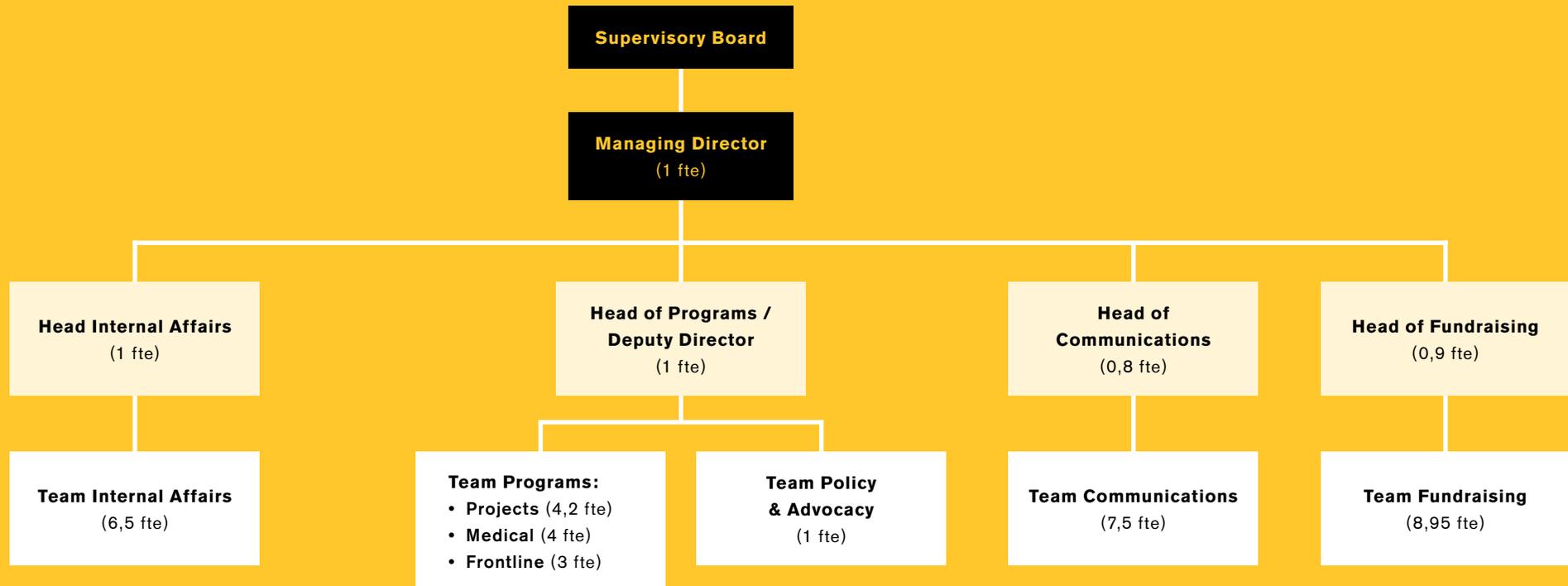
Every year, on the basis of the Strategy for 2020-2024, SV draws up an **Annual Plan** for the organisation as a whole and for each department specifically. Every quarter, the management team, in close collaboration with the relevant departments, takes stock of the progress towards the strategic goals as set out in the Annual Plan. As much as possible, this analysis is based on quantitative data (core indicators); where this is not possible, a qualitative analysis will be applied to the progress. This quarterly analysis will enable the management team and departments to take measures to adjust activities or policies where necessary. Once a year, the director reports on the progress of the implementation of the Strategy for 2020-2024 to the Supervisory Board.

An interim evaluation of this strategy will take place **after two years**. All departments of SV will be involved in this internal evaluation, which will not only assess the progress with regard to the Strategy for 2020-2024, but also whether the progress of the strategy and the environment which has since changed necessitate an adjustment of the strategy.

After four years, a final evaluation of the strategy will take place, which will also serve as a way to begin thinking about what should be the replacement of this strategy.

ANNEX A: ORGANOGRAM

Stichting Vluchteling
Organogram 2020 - 2024



STRATEGY 2020 2024