# **Annual Report**

## Humanitarian Development Cooperation Organization – HDC org



Chausse de Louvain 216 1000 BRUXELLES BELGIUM www.hdcorganisation.com

## Introduction:

#### **Overview:**

### What is HDC:

It is a non-governmental, non-profit organization based in Belgium and registered in Syria that works according to core humanitarian standards CHS, in order to build a stable and peaceful society, whose members enjoy their rights to a dignified life that meets their aspirations. It focuses on empowering individuals and groups and helping them to play an active role in building peace in their communities, and it also adopts community initiatives and seeks to develop partnerships with individuals and civil society organizations to activate their role in planning and drafting the relevant decision.

## Values and Principles:

- 4. Volunteering and encouraging 1. Independence partnerships.2. Dignity and respect 1
- 5. Quality and efficiency.
- 6. Integrity and transparency.
- 2. Dignity and respect for human rights.
- 3. Belief in change and teamwork

## Mission

1. Aspiring to bring about an ambitious transformation in which all forms of life can be lived.

2. Building bridges of cooperation between the various parties in order to achieve peace and stability.

#### Vision:

1. All people should have hope and live a dignified life in peaceful and stable societies.

2. Societies should be empowered, interdependent and steadfast, living in peace and stability.

## **Objectives and Tasks:**

1. Work to mobilize resources and coordinate advocacy efforts for the benefit of those in need.

2. Building the capacity and skills of conflict-affected communities and empowering them to resilience.

3. Work to increase awareness of the public interest and promote the concept of social responsibility.

4. Contribute to the peace and development processes of communities and improve their local production.

5. Empowering and reintegrating vulnerable groups, especially youth and women, into society.

6. Contribute to mitigating the effects of climate change and protecting the environment.

#### **Board of Directors Message:**

The primary driver of HDC is need, which is higher than ever. We care deeply about those affected by conflict and disasters and want to respond with relief, hope and recovery. At the same time, the humanitarian space is shrinking. Increasing insecurity, politicization of aid and restrictions from host governments make it difficult to operate as an NGO. Second, institutional donors seem to increasingly favour larger NGOs in seeking partners capable of implementing large-scale projects. For to HDC, this means that working through consortia remains strategically important. It also highlights the importance of innovation in order to find new ways to address large-scale humanitarian crises. Third, charitable giving is decreasing and traditional methods of fundraising are becoming less effective. This requires the HDC to focus on identifying its key supporters, better engaging them, and convincing them why HDC support is A worthy reason and can make a real difference in the lives of some of the most vulnerable people. Finally, increased levels of protectionism and the resulting looming trade war are likely to have a global impact in economic and security terms. This effect is bound to be felt by poorer countries, and it is likely to lead to further inequality. In light of all this, it is critical that HDC continue to explore the long-term impact of these trends in terms of its ability to access and fulfill its mandate. The key question to answer is what space one can expect in the long run for needsbased medium-sized organizations, such as HDC, that are advocate-based, but heavily dependent on programmatic funding at the same time.

Since the future seems uncertain and there are a growing number of factors at play, this exploration is best done through scenario planning. Through this methodology, HDC will explore various plausible future contexts and assess their impact on HDC's work. This should help make more strategic choices, especially when it comes to determining the extent to which closer alignment with like-minded organizations will be required in the future. One way or another, HDC will continue in communicating with the most vulnerable victims of natural disasters and armed conflicts. Because we are convinced that there is a better future for all.

Bilind Mella Hussen Executive Director - HDC

## **Beneficiary story:**

## **Gulnaz Ibrahim**

Gulnaz Ibrahim, 45 years old, recalls before the emergence of civil society in northeastern Syria the marginalization of her rights as a person with special needs and the injustice and oppression suffered by this group in all aspects of life, so she sought to engage in the field of civil society and obtain the necessary training from organizations, including the HDC organization , so she became today one of the influential and active people in society and advocates for the rights of people with needs.

## **Executive Summary:**

The annual report 2024-2025 presents a summary of what HDC implemented in the first year of its strategic plan 2024-2027, in which it implemented 3 programmatic projects in cooperation and partnership with donors and implementers, where the total direct beneficiaries of the projects reached 221 beneficiaries. It also implemented 5 local community-based initiatives, in cooperation and coordination with more than 71 local organizations, where the number of beneficiaries of the total initiatives reached 7,969 beneficiaries.

The above statistics reflect HDC's commitment to the principles and pillars set out in its plan, the most important of which are putting people (affected and needy) at the center, improving the quality of appropriate programmatic interventions for context analyses, as well as developing the capacity for innovation, and increasing the engagement of advocates for the mission and vision of HDC.

## **Strategic Plan:**

Under the title "A Better Future for All", the approved strategic plan for the planning cycle 2024-2027 is based on the values, vision and mission of Humanitarian Development Cooperation (HDC) and in its general framework will be based on the basic tasks entrusted to the organization since its establishment.

## **Plan Priorities:**

HDC operates in a rapidly changing humanitarian environment. This presents short-term and long-term challenges. The choices HDC makes for this strategic period aim to address some of the most pressing challenges, while keeping eyes firmly focused on the long-term future. In short: 1. HDC will put people at the center, whether in the implementation of our programs, the provision of our services, or within our organization.

2. HDC will improve the quality of its program implementation as it seeks to reach the most vulnerable.

3. HDC will focus on improving its ability to innovate and share its expertise and experience with others (including policymakers) more proactively.

4. HDC will grow and increase the engagement of its advocates in the plight of refugees, displaced persons and their host communities.

5. HDC will continue to explore and prepare for its long-term future through the use of a broad-based strategic package and through the use of scenario planning.

#### **Plan's Programs:**

#### **Program 1: Peacebuilding and Stabilization Support**

Peace is more than just the absence of violence. While the period following the cessation of hostilities coupled with a return to normalcy is necessary, the most necessary is social stability in the broadest sense, which often masks the fact that grievances or other causes of conflict have not been addressed and may re-emerge. At this stage, we seek to promote what is described as "positive peace".

#### **General Objective:**

Promoting positive peace and societal stability

#### **Program 2: Local Economy and Livelihoods Support**

To move from humanitarian relief to recovery, these responses focus on helping communities and individuals recover from the immediate effects of the crisis, rebuild their lives, and restore their livelihoods. Adaptive capacity should be strengthened, capacity should be rebuilt or strengthened, and contribute to solving long-term problems that cause or result from crises.

**General Objective:** 

Contribute to the economic recovery processes of communities and improve their domestic production

## **Program 3: Environmental Protection and Climate Change** Mitigation

The problem of climate change is a critical issue of our time due to its wide-ranging effects, such as changes in temperature, rainfall rates, and weather patterns, which threaten global food production, in addition to rising sea and ocean levels, which leads to an increased risk of flooding, which in turn negatively affects human health, natural and ecological systems, water sources, human settlements, and biodiversity.

It can contribute to mitigating climate change by encouraging and supporting investment in renewable energy, improving agriculture, and strengthening plant-based diets.

**General Objective:** 

Environmental protection and mitigation of climate change

## **Executive Note:**

The Executive Note presents the implementation of supported programmatic projects, initiatives and self-supporting activities carried out by Humanitarian Cooperation and Development Organization, in addition to the services and consultations it provided to various parties.

## **Program's Projects**

Peacebuilding and Stabilization Support	Program		
Dealing with the Past – A Peacebuilding Mechanism in Syria	Project Name		
The project seeks to help Syrian communities to be able to deal with their past by helping communities to contribute in the development of shared citizenship based on the DWP Program, and make local leaders seek and advocate for the DWP concepts and its role in building sustainable peace.	Project Summary		
Swiss Federal Department of Foreign Affairs - FDFA	Partners & Supporters		
Syrian societies are able to deal with their past and advocate for charting their course for peace.	Overall Objective		
Local communities – civil society actors – Syrians in the Diaspora	Target groups		
12 months	Duration		
Northeast Syria – Diaspora	Scope		
128 males – 152 females	Beneficiaries		

Peacebuilding and Stabilization Support	Program
Peace Blocks – City Profile	Project Name
The community-based City Profile aims to promote sustainable peacebuilding in Syrian cities through a participatory approach that engages local residents and stakeholders in identifying their priorities and needs. This file focuses on addressing societal issues and local conflicts, while most reconstruction efforts are limited to infrastructure and services, while the city profile seeks to strengthen the role of the community in building peace and consolidating local governance as part of the reconstruction process.	Project Summary
Mobaderoon – Swiss FDFA	Partners & Supporters
Promoting sustainable peacebuilding in Syrian cities	Overall Objective
Community – Civil Society – Local Leaders – Civil Society Activists	Target groups
8 months	Duration
Raqqa, Kobani, Tartous, and Aleppo cities	Scope
65 males and females	Beneficiaries

Peacebuilding and Stabilization Support	Program
Local tools for youth-led peacebuilding	Project Name
Through capacity building and empowerment activities, the project seeks to develop a handbook "Local Tools for Youth-Led Peacebuilding" aimed at strengthening youth resilience to conflict and local peacebuilding, and encouraging greater youth participation in local peacebuilding initiatives and community stabilization support efforts.	Project Summary
Baytna	Partners & Supporters
Strengthening youth resilience to conflict and building local peace	Overall Objective
Youth Initiatives – Youth Organizations – Activists – Representatives of Local Administrations	Target groups
6 months	Duration
Al-Hassakah Governorate	Scope
44 males – 44 females	Beneficiaries

## Initiatives and Activities:

Environmental protection and climate change	Program			
Resilience Grasses Campaign	initiative Name			
The initiative seeks to enhance collective environmental responsibility to increase green spaces	initiative Summary			
HDC Organization	Partners &			
With the participation of 31 local organizations	Supporters			
In cooperation with the Agriculture and Irrigation Authority in the island				
The Department of Forestry and the People's Municipality in Hasakah				
Contribute to mitigating the effects of climate change	Overall Objective			
Local Community – Local Administration	Target groups			
3 months	Duration			
Al-Hassakah and Qamishli city	Scope			
174 males – females – people with special needs	Beneficiaries			

PBSS – Humanitarian Relief	Program		
Together	initiative Name		
The initiative came in response to the forced displacement of more than 120,000 displaced people and aims to provide initial humanitarian relief to displaced families, especially the needs of children, women, people with special needs and the sick.	initiative Summary		
24 Local Organizations working as a Coordination Group of Organizations Working in Al-Jazira Region	Partners & Supporters		
Emergency response to the needs of forcibly displaced people	Overall Objective		
IDPs from Afrin, Tal Rifaat, Shahba, Aleppo	Target groups		
From December 2024 until the date of preparation of the report	Duration		
Northeast Syria	Scope		
7645 beneficiaries, including 3679 males - 3843 females - 123 with special needs	Beneficiaries		

Peacebuilding and Stabilization Support	Program
Orange Campaign -16th Day to Combat Violence against Women	initiative Name
The initiative seeks to support the youth community and provide them with knowledge related to violence, peace and women's rights, in addition to empowering them with the skills and capabilities to be active in their local communities.	initiative Summary
HDC Organization Artist Team – Doz – Dar	Partners & Supporters
Raising awareness among young people about the issues of violence, peace and women's rights.	Overall Objective
150 adolescents from the youth community	Target groups
3 months	Duration
Qamishli – Amuda	Scope
70 males – 79 females – 1 with special needs	Beneficiaries

Environmental protection and climate change	Program		
Environmental Protection Coordination Group	initiative Name		
The EPCG seeks to lead coordination efforts to protect the environment and adapt to climate change challenges in collaboration with local authorities and other stakeholders, by developing a detailed strategic action plan.	initiative Summary		
Civil society organizations and environmental activists.	Partners & Supporters		
The NES Environmental Coordination Group aims to enhance cooperation and coordination among stakeholders involved in environmental initiatives, in order to promote sustainable practices, address environmental challenges, and enhance the overall environmental performance of member organizations and other stakeholders.	Overall Objective		
Civil Society Organizations – Local Administration	Target groups		
From October 2024 until the date of preparation of the report	Duration		
Northeast Syria	Scope		
14 local NGOs	Beneficiaries		

Peacebuilding and Stabilization Support	Program		
Capacity Building of Emerging Organizations	initiative Name		
The initiative seeks to qualify emerging organizations to improve the skills of workers in organizations to provide high quality services and programs.	initiative Summary		
HDC Organization	Partners & Supporters		
Strengthen the capacity of organizations to achieve sustainable change in the communities they serve.	Overall Objective		
Emerging Organizations – Youth Organizations	Target groups		
1/10/2024 to 1/12/2024	Duration		
Al-Hassakah and Qamishli cities	Scope		
White Hope Organization - Artist Team	Beneficiaries		

HDC organization

## Institutional Capacity Building:

This year, the Board of Directors developed with legal experts and technicians the policies and regulations of the internal regulations related to the various departments of the Organization, and in the context the Board of Directors adopted an electronic archiving and documentation system (using cloud computing services) as well as an integrated paper archival system.

In cooperation with local authorities, the need to build the capacity of civil society organizations, especially emerging ones, also became clear to us the importance of coordination, cooperation and exchange of experiences in the context of responding to the needs of conflict-affected communities, especially marginalized groups.

As for the experience with regional partners, it was noticeable the extent of the benefit from the exchange of experiences and skills that our team gained when training with them, and here the importance of continuous coordination emerges due to the relevance and impact of the surrounding regional contexts on the nature of humanitarian work in our area of activity.

These factors combined enabled the organization and its team to deal with international donors and international organizations, which gave it the opportunity to gain exceptional advantages and experiences, which I got to know them through detailed technical training with international institutions, and based on them began with international partnerships, which served as an institutional leap for HDC.

Place	Attendance	Days	Trainer	Training
Online	10	2	Judy organization	Core humanitarian standards CHS
Online	10	2	Judy organization	Monitoring and evaluation
Online	6	2	Judy organization	Photoshop and montage
NODEM Office - Qamishli	2	2	IRC organization	Child protection
SLAV center Office - Hasakah	3	1	SLAV center	Women, Youth and Peace
SLAV center Office - Hasakah	3	1	SLAV center	Context and conflict analysis
Online	7	1	GIZ-Iraq	Procurement and logistics policy and procedures
Online	7	1	GIZ-Iraq	Finance and Accounting Policy and Procedures
Online	2	2	Mobaderoon	Context and conflict analysis
Medya academy - Qamishli	2	4	Medya academy	Project Management
Medya academy - Qamishli	2	4	Medya academy	Human Resource Management
Online	4	2	Baytna Online	Integrated Project Management
Switzerland, Münchenfeller	2	7	Swiss FDFA	Professional Policymaker

## **Partnerships and Networks:**

HDC organization will continue to work through partnerships, collaborations and consortia and expects the importance of consortia to increase in the coming years. For this reason, HDC wants to further develop its ability to manage and successfully participate in consortia. Whether closer cooperation is needed in the future is something that will be explored during this strategic period. Similarly, HDC will seek To actively engage in networks and see them as good platforms for lobbying and advocacy, as well as to stay in touch with like-minded partners with whom closer collaboration may be sought in the future. In line with strategic programmes, the cooperation and capacity-building of local partners will receive special attention.

#### Donor and partner organizations:



#### Networks and organizations that have been coordinated with:



## **Financial Report:**

## **Funding Trends:**

HDC will seek out and reach out to organizations and related entities or individuals interested in the organization's field of work and services for cooperation and partnership, and will also address the interested international donor community on the regions/countries in which the HDC will work to mobilize and advocate for the causes of those in need and affected by conflict.

## **Institutional Funding:**

The necessary costs are provided to manage the administrative work that guarantees the continuation of HDC in its orientation towards achieving its objectives through private financing, i.e., financing from imports of services it provides to others, namely:

- 1. Studies and Reports Services
- 2. Data operations Services
- 3. Consultation Services

## **Programmatic Funding:**

HDC management will network and communicate with donors and implementing partners to advocate for the issues of those in need and beneficiary groups of the organization's sectoral interventions under its three programs and country project portfolios designed to achieve the goals and objectives of the plan, which is allocated to support specific projects or programs rather than for institutional purposes, and is a means of ensuring that funds are directed towards specific priorities and objectives and projects that have a positive impact on society and the economy.

## **Balance Sheet:**

## HDC Org

## **Balance Sheet**

Chausse de Louvain 216, 1000 BRUXELLES, BELGIUM	At HDC Office Code: HO.SY.HSK
Email: fin.mngr@hdcorganisation.com	For account Name: Humanitarian Development Cooperation Organisation
Website: www.hdcorganisation.com	For account Code: HDC Org
	Date: 31-Dec-24

Assets			2023	2024
<b>Current Assets</b>				
	Cash and cash equivalents		70,200	158,425
	Accounts Receivables, and accrued income		600	2,269
	Inventory		8,109	18,690
	prepayments, Advances and loans		-	-
	Short-term investments		-	-
	Total current assets	S	78,909	\$ 179,384
Fixed Assets				
	Long-term investments		-	-
	Property, plant, Furniture and equipment		6,750	27,539
	(Accumulated depreciation)		-	(4,241)
	Intangible assets		-	-
	Total fixed assets	S	6,750	\$ 23,298
Other Assets				
	Deferred income tax		-	3,338
	Other		-	
	Total Other Asset	\$	-	\$ 3,338
Total Assets		\$	85,659	\$ 206,020

Liabilities				
Current Liabil	ities		11111111	
	Accounts payable		63,964	158,845
	Short-term loans		10,200	-
	Payroll Taxes & Social Insurance		2,910	3,338
	Accrued salaries and wages		1,800	2,269
	Unearned revenue		-	
	Current portion of long-term debt		-	-
		Total current liabilities	\$ 78,874	\$ 164,452
Long-Term Lia	abilities			
	Long-term debt		-	3,600
	Deferred income tax		-	
	Other		-	562
	To	tal long-term liabilities	\$ -	\$ 4,162
<b>Owner's Equit</b>	ty			
	Owner's investment		-	
	Retained earnings		-	
	Other		-	
		Total owner's equity	\$ -	\$ -
Total Liabilit	ies and Owner's Equity		\$ 78,874	\$ 168,614

Common Financial Ratios		
Debt Ratio (Total Liabilities / Total Assets)	0.92	0.82
Fund Balance (Total Assets - Total Liabilities)	6,785	37,406
Current Ratio (Current Assets / Current Liabilities)	1.00	1.09
Working Capital (Current Assets - Current Liabilities)	35	14,932
Assets-to-Equity Ratio (Total Assets / Owner's Equity)		
Debt-to-Equity Ratio (Total Liabilities / Owner's Equity)		

## income and Expenditures Statement:

**HDC Org** 

#### **Income Expenditure Statement**

Chausse de Lou	avain 216, 1000 BRUXELLES, BELGIUM	At HDC Office Code: HO.S		
Email: fin.mngr@hdoorganisation.com		For account Name: Humanitarian Development Cooperation Organisation		
Website: www.h	dcorganisation.com	For account Code: HDC		
		For the Year [From Jan	1, 2024 To Dec 31, 2024	
Income		2024 Budget 202	4 Actual	
	Income from private individuals	-	18,690.00	
	Income from companies	92,000.00	81,433.00	
	Income from non-profit organisations	35,611.25	16,869.00	
	Income from donors	69,890.00	930.00	
	Total income raised	197,501.25	117,922.00	
	Income from government subsidies	-	-	
	Income in exchange for services and consultations	45,500.00	64,800.00	
	Other income (assets/fundraising)	-	-	
Total Inco	me	243,001.25	182,722.00	
Evnondi	turo			
Expendi	Spent on Projects/Objectives in Syria	177,313.10	114,633.75	
	Spent on Services/Consultations in Syria	26,120.00	30,300.00	
	Total spent on objectives	203,433,10	144.933.75	
	Management and administration costs	13.050.00	16,230.00	
	Fundraising costs	13,050.00	7,450.00	
Total Exp		216.483.10	168,613.75	
Surplus/D	eficit (-) Before financial Donations	26,518.15	14,108.25	
	Balance of financial income and expenses	3,543.00	-	
Surplus/D	eficit (-)	30,061.15	14,108.25	
	TO/ WITHDRAWN FROM			
	Programme Funds	18,570.00	2,350.00	
	Designated financing and risk reserves	-	2,000.00	
	Designated mancing and hisk reserves	1,252.00	2,800.00	
	Continuity reserve	10,240.00	8,958.00	
			0,000.00	

Chausse de Louvain 210, 1000 BRUXELLES, BELGIUM Email: fin.mngr@hdoorganisation.com Website: www.hdoorganisation.com

**Monthly Cash Flow** 

e: HO.SY.HSK	lead Office Syria Al-Hassakah	IO.SY.HSK
At HDC Office Code: H	For account Name: H	For account Code: HO.S

2,731     3,741     4,668     6,367     7,970     10,764     13,685     13,081     12,400     11,806       Mar/24     Apr/24     May/24     Jun/24     Jun/24     Jun/24     Sep24     Occ734     Doc/24	Period Beginning 1.Jan-24 Period Ending 31.Jan-24		1-Feb-24 1-Mar-24 29-Feb-24 31-Mar-24	1-Mar-24 31-Mar-24	1-Apr-24 1-May-24 30-Apr-24 31-May-24	1-Apr-24 1-May-24 0-Apr-24 31-May-24	1-Jun-24 30-Jun-24	1-Jul-24 31-Jul-24	1-Jul-24 1-Aug-24 31-Jul-24 31-Aug-24	1-Sep-24 30-Sep-24		1-0ct-24 1-Nov-24 1-Deo-24 31-0ct-24 30-Nov-24 31-Deo-24	1-Dec-24 31-Dec-24	
	Cash at Beginning of Period	35	1,829	2,731	3,741	4,868	6,367	7,970	10,764	13,885	13,081	12,400	11,896	
Intervision     0 <th< td=""><td>rations</td><td>Jan'24</td><td>Feb'24</td><td>Mar'24</td><td>Apr'24</td><td>May'24</td><td>Jun'24</td><td>Jul'24</td><td>Aug'24</td><td>Sep'24</td><td>Oct'24</td><td>Nov'24</td><td>Dec'24</td><td>Total</td></th<>	rations	Jan'24	Feb'24	Mar'24	Apr'24	May'24	Jun'24	Jul'24	Aug'24	Sep'24	Oct'24	Nov'24	Dec'24	Total
International anime	receipts		•	c		C	c	•		c	•		00001	10 000
Ammet statistics     Cold and statistics <thcold and="" statis<="" th="">     Cold and statis     <thc< td=""><td>From private individuals</td><td>0</td><td>0</td><td></td><td>0</td><td></td><td>0</td><td>0</td><td>0</td><td>0</td><td>-</td><td>0</td><td>18,690</td><td>18,090</td></thc<></thcold>	From private individuals	0	0		0		0	0	0	0	-	0	18,690	18,090
or     0	From companies	6,518	12,857	7,628	5,782	5,771	5,839	5,838	5,618	5,350	6.036	7,795	6,401	81,433
met     met <td>From non-profit organisations</td> <td>3,000</td> <td>0</td> <td>5,900</td> <td>3,000</td> <td>0</td> <td>3,630</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>473</td> <td>866</td> <td>16,869</td>	From non-profit organisations	3,000	0	5,900	3,000	0	3,630	0	0	0	0	473	866	16,869
Imment subsidies     0	From donors	0	0	0	0	0	0	0	0	0	0	465	465	008
effor services and convulations     0.300     8.300     8.300     8.300     8.300     8.300     7.500     0	From government subsidies	0	0	0	0	0	0	0	0	0	0	0	0	0
me (assert/indrining)   0	In exchange for services and consultations	6,300	8.300	8,300	8,300	8,300	8,300	7,500	9,500	0	0	0	0	64,800
Indectives in Syria     (10,168.0)     (13,507.0)     (4,173.0)     (4,173.0)     (4,173.0)     (4,100.0)     (4,100.0)     (5,38.0)     (5,38.0)     (6,036.0)     (5,33.0)     (10,044.0)     (10,044.0)     (10,044.0)     (10,044.0)     (10,044.0)     (10,044.0)     (10,044.0)     (10,040.0)     (10,010.0)     (10,110.0)     (5,38.0)     (6,036.0)     (6,034.0)     (6,043.0)     (6,043.0)     (10,040.0)     (10,044.0)     (10,040.0)     (10,04.0)     (10,04.0)     (10,04.0)     (10,04.0)     (10,04.0)     (10,04.0)     (10,04.0)     (10,04.0)     (10,04.0)     (10,04.0) <t< td=""><td>Other income (assets/fundraising)</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td></t<>	Other income (assets/fundraising)	0	0	0	0	0	0	0	0	0	0	0	0	0
Indicativations in Syria     (1,500)     (4,100)     (4,100)     (4,100)     (4,100)     (3,2550)     (50750)     00 <td>Projects and Objectives in Svria</td> <td>(10.168.0)</td> <td>(13.507.0)</td> <td>(14, 178, 0)</td> <td>(9.432.0)</td> <td>(8.571.0)</td> <td>(10.119.0)</td> <td>(5.838.0)</td> <td>(5.618.0)</td> <td>(5.350.0)</td> <td>(6.036.0)</td> <td>(8.733.0)</td> <td>(19.084.0)</td> <td>(114.634)</td>	Projects and Objectives in Svria	(10.168.0)	(13.507.0)	(14, 178, 0)	(9.432.0)	(8.571.0)	(10.119.0)	(5.838.0)	(5.618.0)	(5.350.0)	(6.036.0)	(8.733.0)	(19.084.0)	(114.634)
$ \mbox{d consultations in Syria} \mbox{d consultations oots} \mbox{d consultations in Syria} \mbox{d consultations in Syria} \mbox{d consultation costs} \mbox{d cost} \mbox{d costs} d cos$	Projects and Objectives in Syria	(10,168.0)	(13,507.0)	(14,178.0)	(9,432.0)	(6,571.0)	(10,119.0)	(5,838.0)	(5,618.0)	(5.350.0)	(6.036.0)	(8.733.0)	(19.084.0)	(114,634)
Internation costs     (2.366.7)     (1,775.0)     (1,700.0)     (600.0)	Services and Consultations in Syria	(1,500.0)	(4,100.0)	(4,100.0)	(4,100.0)	(4,100.0)	(4,100.0)	(3,225.0)	(5.075.0)	0.0	0.0	0.0	0.0	(30,300)
g oots     (1,175,0)     (1,175,0)     (1,175,0)     (1,175,0)     (1,000,0)     (800,0)     0.0	Management and administration costs	(2,355.7)	(1.473.4)	(1.364.7)	(823.4)	(1,000.9)	(847.2)	(680.9)	(503.4)	(804.7)	(6:089)	(503.4)	(5.091.4)	(16,230)
restments     c	Fundraising costs		(1,175.0)	(1,175.0)	(1,600.0)	(0.006)	(1,000.0)	(800.0)	(800.0)	0.0	0.0	0.0	0.0	(7.450)
restments     Image: constraint of the constrain														0
opti (book value)     0	flow into investments					0								0
opti (book value)     0														0
d (book value)     0	Assets bought (book value)	0	0	0	0	0	0	0	0	0	0	0	0	0
nancial activities     no	Assets sold (book value)	0	0	0	0	0	0	0	0	0	0	0	0	0
Inancial activities     0														0
Inancial income and expenses D D D D D D D D D   from Operations 1,794 902 1,010 1,127 1,499 1,603 2,794 3,122 (801) (503) 2,247   Cash at Find of Deriod 1829 1,010 1,127 1,499 1,603 2,794 3,122 (801) (503) 2,247	flow from financial activities													0
Intrancial income and expenses     0 <th< td=""><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>0</td></th<>														0
from Operations 1,794 902 1,010 1,127 1,499 1,603 2,794 3,122 (805) (681) (503) 2,247 1,794 902 1,010 1,127 1,499 1,603 2,794 3,122 (805) (681) (503) 2,247 Cash at End of Deriod 1,829 2,731 3,741 4,868 6,367 7,970 10,764 13,885 13,081 12,400 11,806 14,143	Balance of financial income and expenses	0	0	•	0	0	0	0	0	0	0	0	0	0
from Operations 1,794 902 1,010 1,127 1,499 1,603 2,794 3,122 (805) (681) (503) 2,247 1,794 902 1,010 1,127 1,499 1,603 2,794 3,122 (805) (681) (503) 2,247 Cash at End of Deriod 1,829 2,731 3,741 4,868 6,367 7,970 10,764 13,885 13,081 12,400 11,806 14,143														0
1,794 902 1,010 1,127 1,499 1,603 2,794 3,122 (805) (681) (503) 2,247   Cash at End of Deriod 1 829 2,731 3,741 4,868 6,367 7,970 10,764 13,885 13,400 11,806 14,143	Cash Flow from Operations	1,794	902	1,010	1,127	1,499	1,603	2,794	3,122	(805)	(681)	(203)	2,247	14,108
1,794     902     1,010     1,127     1,499     1,603     2,794     3,122     (805)     (681)     (503)     2,247       Cash at End of Deriod     1.829     2.731     3.741     4.868     6.367     7.970     10.764     13.885     13.081     12.400     14.143     14.14														
2.731 3.741 4.868 6.367 7.970 10.764 13.885 13.081 12.400 11.896 14.143	Cash Flow	1,794	902	1,010	1,127	1,499	1,603	2,794	3,122	(805)	(681)	(503)	2,247	14,108
	Cash at End of Period	1.829	2.731	3.741	4.868	6.367	019.1	10.764	13.885	13.081	12,400	11.896	14.143	14.108

**Cash Flow Statement:** 

HDC's primary driver is the need, which is higher than ever. We deeply care about those impacted by conflict and disasters and want to respond by providing relief, hope and recovery. At the same time, the humanitarian space is shrinking. Increased insecurity, the politicization of aid and restrictions from host governments make it difficult to operate as an NGO. Secondly, Institutional Donors increasingly appear to favor bigger NGO's as they seek partners that are able to implement large-scale projects.

As the future looks uncertain and there are an increasing number of factors at play, such exploration can best be done through scenario planning. Through such methodology, HDC will explore different plausible future contexts and evaluate their impact on the work of HDC. This should help to make further strategic choices, particularly when it comes to determining the extent by which a closer alignment with likeminded organizations will be required in the future. One way or the other, HDC will to continue to reach out to the most vulnerable victims of natural disasters and armed conflict. Because we are convinced that there a Better Future For All.

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