

Annual report

beginning of the reporting year: 01.01.2025

end of the reporting year: 31.12.2025



Contents

Activity report	3
Foreword	4
Estonian Refugee Council	6
2025 in numbers	9
Country operations and activities	10
Ukraine	11
Estonia	14
Armenia	18
Occupied Palestinian territory	20
Syria	21
Jordan	22
Georgia	23
Tallinn Humanitarian Conference	24
25th anniversary	25
Financing	26
Annual accounts	28
Statement of financial position	28
Statement of revenues and expenses	29
Statement of cash flows	30
Statement of changes in net assets	31
Notes	32
Note 1. Accounting policies	32
Note 2. Receivables and prepayments	35
Note 3. Tax prepayments and liabilities	36
Note 4. Investments in subsidiaries and	36
Note 5. Property, plant and equipment	37
Note 6. Payables and prepayments	38
Note 7. Employee payables	38
Note 8. Grants with special terms	38
Note 9. Business income	40
Note 10. Direct expenses of projects financed by grants and donations	40
Note 11. Miscellaneous operating expenses	41
Note 12. Labor expense	41
Note 13. Related parties	41

Activity report



ESTONIAN
REFUGEE
COUNCIL

Foreword

The 25th year of operations proved to be turbulent for the Estonian Refugee Council and for the humanitarian sector as a whole. Whereas we had previously spoken mainly about rising humanitarian needs, in 2025 we increasingly had to confront a different reality: how to provide assistance when needs are growing faster than the capacity to respond. It was a year of change, adaptation and difficult choices.

The global humanitarian situation remained extremely tense. In Ukraine, the full-scale war entered its fourth year. In the Gaza Strip, violations of international law and the humanitarian crisis intensified to the point where the entire population depended solely on external aid. In Syria, efforts continued to deal with the consequences of a conflict that lasted for more than a decade, while many protracted crises became increasingly precarious as international attention and funding declined.

However, in international humanitarian aid, the year was defined above all by a sharp reduction in United States foreign assistance and the widespread termination of USAID programmes. The United States had long been the world's largest humanitarian donor, and its decisions had an immediate and systemic impact across the entire sector. Numerous life-saving programmes were suspended or cut around the world, humanitarian organisations were forced to cease operations, issuing warnings that hundreds of millions of people are at risk of being left without assistance. The funding crisis laid bare the fragility of the system and its overreliance on a small number of major donors.

This prompted the entire sector to ask difficult yet necessary questions: how can humanitarian aid be more effective, fair and sustainable? How to strengthen local communities and organisations? How can we make smarter use of technology without losing sight of our humanity? And how can we uphold humanitarian principles in a world marked by rising geopolitical tensions, growing disregard for

Sustainable solutions are created with people, not for them.

international rules, and deepening polarisation?

For the Estonian Refugee Council, 2025 also meant adapting to a fast-changing environment. While we continued providing humanitarian assistance in Ukraine, Georgia and Syria, and began operations in Gaza, we had to think increasingly about flexibility, strengthening partnerships and how to achieve the greatest possible impact with limited resources. In Estonia, we continued our work to support the independence, mental wellbeing and integration of people with refugee and migrant backgrounds. We also invested more in

empowering communities and amplifying people's own voices – because sustainable solutions are created with people, not for them.

In 2025, our assistance reached more than 55,000 people across seven countries. These figures reflect the scale of our work, but behind them are, above all, people: families striving to survive in the midst of war; young people searching for their place in a new society; communities seeking to regain control over their lives even in the most difficult circumstances.

I am proud of our team, who remained flexible, professional and humane in a challenging year. Humanitarian work often means operating in uncertainty – in situations where there are no simple answers. It is precisely in such moments that the values underpinning our work become most important: humanity, dignity and solidarity.

I believe the humanitarian sector is heading towards an inevitable reform in the years ahead. Yet crises can also be an opportunity to build something stronger and fairer. The Estonian Refugee Council is actively contributing to this change – seeking new solutions to old problems, strengthening cooperation, digitising where necessary and possible, while remaining firmly committed to the principle that every person deserves protection and the opportunity to live a life in dignity.



A handwritten signature in black ink, appearing to read 'Eero Janson'.

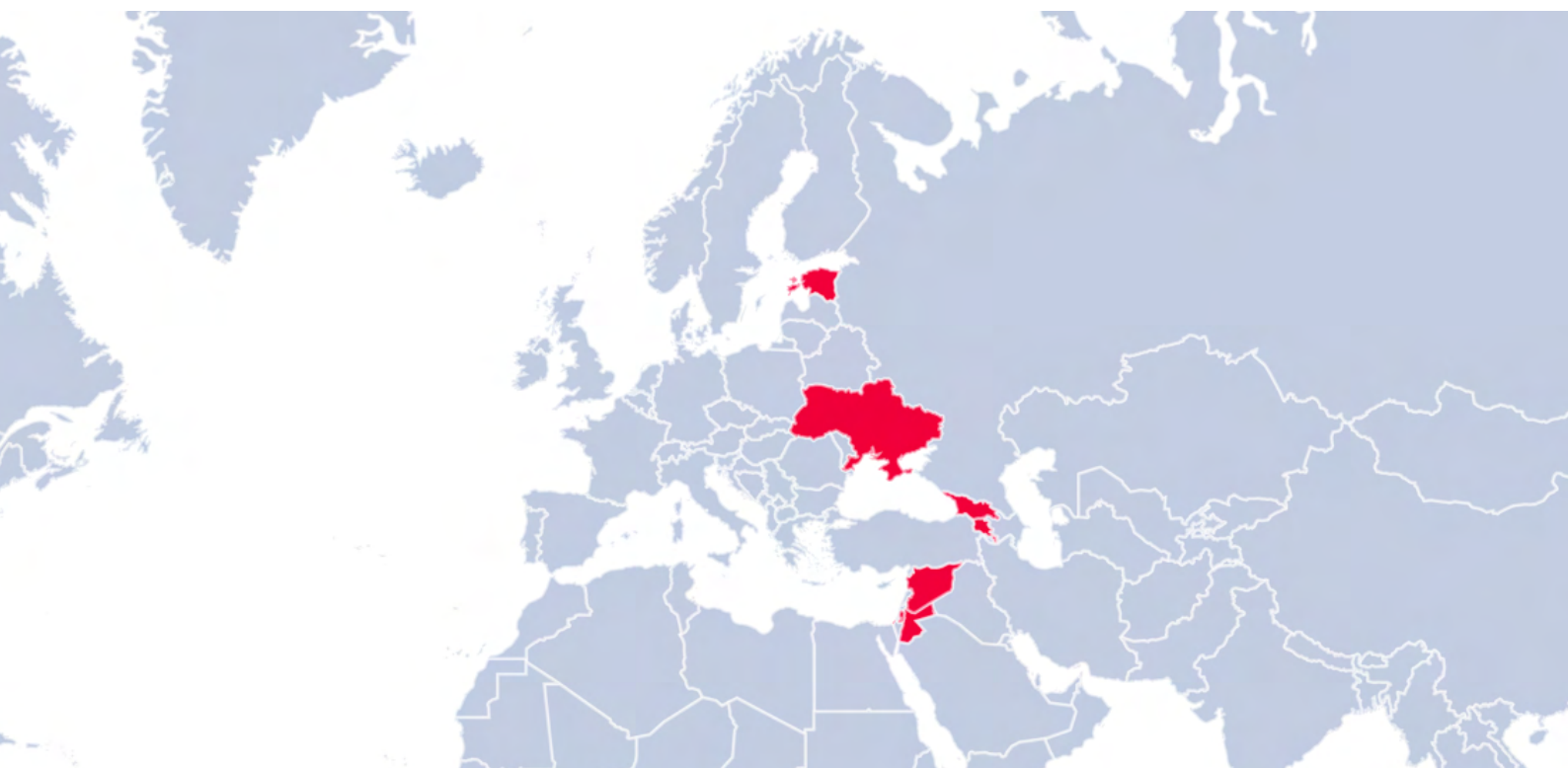
Eero Janson

Director of the Estonian Refugee Council

Estonian Refugee Council

The Estonian Refugee Council (ERC) is a rights-based humanitarian organisation that stands for the rights and well-being of crisis-affected people. Founded in 2000, ERC is now the largest humanitarian organisation in the Baltics, and is also the only organisation in the region that has been awarded the highest level EU Humanitarian Partnership Certificate by DG ECHO.

In 2025, ERC operated in **Estonia, Ukraine, Armenia, Georgia, Jordan, Syria** and the **occupied Palestinian territory**. Previously, the Estonian Refugee Council has also worked in Lebanon, Türkiye, and Kenya. ERC provides immediate assistance in emergencies and supports crisis-affected people in rebuilding their lives.



Vision and mission

We envision a world where people displaced or at risk of being displaced by conflict or disaster can live with dignity. Our mission is to stand up for the rights and well-being of people suffering from acute and protracted crises through our humanitarian response, economic recovery, protection and community empowerment initiatives.

Ambition

We take action during and after situations of acute and protracted crises, providing need-based support to people most affected by these crises, most notably refugees, internally displaced people, and people who remain in unsafe and hard-to-reach areas. We are a rights-based organisation and committed to the principles of humanity, neutrality, independence and impartiality.

Geographic focus

We operate in countries hit by acute and protracted crises with humanitarian and early recovery (nexus) programming as well as in Estonia and regionally in the EU with refugee response programming. We have operational presence in Europe, Caucasus, and the Middle East, and are ready to strategically expand our coverage to countries where the needs correspond with our capacity and expertise and in cases where our involvement has a clear added value to the existing response.

Programmatic focus

We implement a core set of programmes with tailored modalities which are designed based on the needs and capacities of crisis-affected people and the best, evidence-based knowledge available. Through our programmes, we provide assistance to meet immediate humanitarian needs and contribute to durable solutions for crisis-affected communities. In addition to providing direct assistance to people in need, we work with communities at large and help them advocate for their rights and well-being.

Our programming keeps in mind the different needs of population groups based on their age, gender, disability, socioeconomic status, and other social identity markers. We maintain the readiness to respond to sudden-onset crisis situations in countries where we are already operational. We are an internationally recognized and certified humanitarian and early recovery actor.

Programmes and structure

Our work is divided into three core areas: emergency response, economic recovery, and protection and empowerment.

+ Emergency response

We provide timely, effective and need-based assistance to people who have had to leave their homes or have been otherwise affected by armed conflicts or natural disasters. We support vulnerable people in frontline, conflict-affected, and hard-to-reach areas.

+ Economic recovery

We support displaced and crisis-affected people in rebuilding their livelihoods and securing sustainable incomes by helping them enter the labour market, start small businesses, and establish agricultural activities. We are focused on sustainable solutions so that participants can achieve

self-sufficiency and secure a stable income for themselves and their families after the programme concludes.

+ **Protection and empowerment**

We support the adaptation of crisis-affected people through counselling, community activities, and mental health support. Additionally, we systematically advocate for the rights of refugees and raise awareness among local communities about the issues related to forced migration. Our programmes are designed to empower crisis-affected communities, helping them feel safe and fostering inclusion and integration.

The organisation is managed by an 11-member Global Management Team, consisting of the Director of the Estonian Refugee Council, Country Directors, Global Technical Advisors and Heads of Departments.

Our programmatic work is supported by seven departments.

Digital solutions	Donor and partner relations	Finance	Communication
MEAL	HR and admin	Security and logistics	

Affiliations

Estonian Refugee Council has been awarded the EU Humanitarian Partnership Certificate by DG ECHO, recognising the organisation's compliance with humanitarian principles and project management standards. Additionally, ERC is a strategic partner to the Estonian Ministry of Foreign Affairs in the provision of humanitarian assistance.

Estonian Refugee Council is a member of the European Council on Refugees and Exiles (ECRE), the Active Learning Network for Accountability and Performance (ALNAP), the Standby Partnership Network, the Collaborative Cash Delivery (CCD) Network, Humanitarian NGO Platform in Ukraine, the Network of Estonian Nonprofit Organisations, the Estonian Roundtable for Development Cooperation (AKÜ), the Roundtable of Estonian Refugee Organisations, and the Estonian Mental Health and Well-being Coalition (VATEK). Estonian Refugee Council is the official focal point of Sphere standards in Estonia.

2025 in numbers



We operated in 7 countries

We supported crisis-affected people in Estonia, Ukraine, Armenia, Georgia, Jordan, Syria, and the occupied Palestinian territory.



In total, our assistance reached more than 55,000 people

We provided humanitarian aid in crisis areas and supported the recovery of crisis-affected people through our economic recovery, and protection and empowerment initiatives.



We supported more than 40,000 people in Ukraine, Georgia, Syria, and Gaza with humanitarian assistance

We supported people affected by crises through cash-based humanitarian assistance in Ukraine, Georgia, and Syria. We distributed food aid in hospitals in the Gaza Strip and provided winterisation support in Ukraine and Georgia. In Ukraine, we also offered emergency livelihoods support.



We supported more than 3,000 people through our economic recovery programme in Ukraine, Estonia, Armenia, and Jordan

We provided livelihoods support to people engaged in agriculture in crisis-affected areas of Ukraine, helping them continue their activities even under difficult winter conditions. In Estonia, we supported people with refugee backgrounds in launching small businesses and helped young people build skills through AI-focused training. In Jordan, we supported women with refugee backgrounds, and in Armenia, rural schools, in adopting climate-friendly agricultural practices, establishing hydroponic greenhouses in both countries. In Armenia, we also facilitated self-help groups that support the long-term resilience and economic independence of people with refugee backgrounds.



We provided protection and empowerment support to nearly 12,000 people in Estonia, Armenia, Georgia, and Ukraine

We provided training and counselling services to people with refugee and migrant backgrounds in Estonia. We organised community events, began supporting young people through practical language learning, and trained local government officials to better support refugees living in their municipalities. We also ran mental health support groups for people with refugee backgrounds in Estonia and supported Ukrainians in different countries through a psychological helpline. In Armenia, we launched community councils that help people with refugee backgrounds advocate for their rights, and in Georgia we supported civil society organisations in addressing regulatory challenges.

Country operations and activities



Ukraine

More than four years have passed since the start of the full-scale war in Ukraine, and the humanitarian situation remains severe. Since 24 February 2022, millions of Ukrainians have been forced to flee their homes in what has become the largest displacement crisis in Europe since the Second World War. As of 2025, an estimated 12.7 million people across the country are in need of humanitarian assistance. Around 3.7 million people remain internally displaced within Ukraine, while nearly 5.8 million people have sought refuge abroad, including 5.2 million currently living across Europe.

Estonian Refugee Council has been working in Ukraine since 2014. We continuously adapt our response to the evolving situation in the country to ensure that people's most urgent needs are met. We support people affected by the war by providing critically needed assistance and helping them rebuild their lives step by step.

In 2025, we continued to support people affected by the war with multi-purpose cash assistance, helping them cover their most essential expenses, like food, medicines, housing, and other basic needs. Last year, our support reached **more than 18,000 people** in total.

We delivered winterisation assistance to **over 8,000 people**. In frontline and hard-to-reach areas of eastern and southern Ukraine, we provided both cash and in-kind support to help households cope with rising heating costs and secure heating materials for the winter.



Additionally, **more than 1,980 people** received cash-based humanitarian assistance for livelihoods activities. This support helped them restore agricultural operations and build resilience through self-sustaining approaches.

We supported more than **800 people** with emergency livelihoods assistance to strengthen people's self-reliance in the war-affected regions of Zaporizhzhia, Dnipropetrovsk, Poltava, Kirovohrad and Cherkasy. The programme supported activities related to agriculture, livestock farming, food production and various services.

Through a counselling hotline, we provided mental health support to Ukrainians both in Ukraine and elsewhere in Europe, helping people cope with the impacts of war. In 2025, we received a total of **more than 3,720 calls** to the hotline.

Through our entrepreneurship programme, we supported the livelihoods of war-affected people in five regions: Poltava, Kirovohrad, Cherkasy, Dnipro and Kharkiv. The first round of training, which began in September, was successfully completed by **120 people** who developed business plans, and 106 of them will receive financial support and four months of mentoring in 2026.

We supported **more than 270 people** in Dnipropetrovsk oblast and Zaporizhzhia oblast with cash-based assistance for the winter period, enabling them to insulate barns and sustain livestock and poultry activities.

In February, we launched a fundraising campaign *Three Years Is Too Many* in Estonia, that ran until the end of March, collecting donations to provide essential assistance to vulnerable people in the frontline areas of Ukraine. We raised more than €20,000 to support people who were already in vulnerable situations before the war, including single parents, large families, people with disabilities and older people.



Donations were distributed as multi-purpose cash assistance, enabling people to purchase food, medicine, hygiene products, and address other most pressing needs.

In spring, our Mother's Day campaign *A Gift for Two Mothers* raised more than €6,000, which was used to supply women's hospitals in Zaporizhzhia oblast with diapers and other essential hygiene items.

In November and December, we launched another campaign for Ukraine, which raised more than €30,000. Thanks to private donors in Estonia, we were able to support people living in frontline areas of Ukraine in coping with harsh winter conditions by helping them cover heating costs or purchase heating materials.

In 2025, the Estonian Refugee Council's activities in Ukraine were supported by the European Union, the Government of the United States, the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) through the Ukraine Humanitarian Fund (UHF), the Swiss Agency for Development and Cooperation, the Estonian Ministry of Foreign Affairs, and ESTDEV – the Estonian Centre for International Development. Acted is the lead partner for EU- and US-funded projects. Our partners under the UHF project are Shchedryk and Peaceful Heaven of Kharkiv.

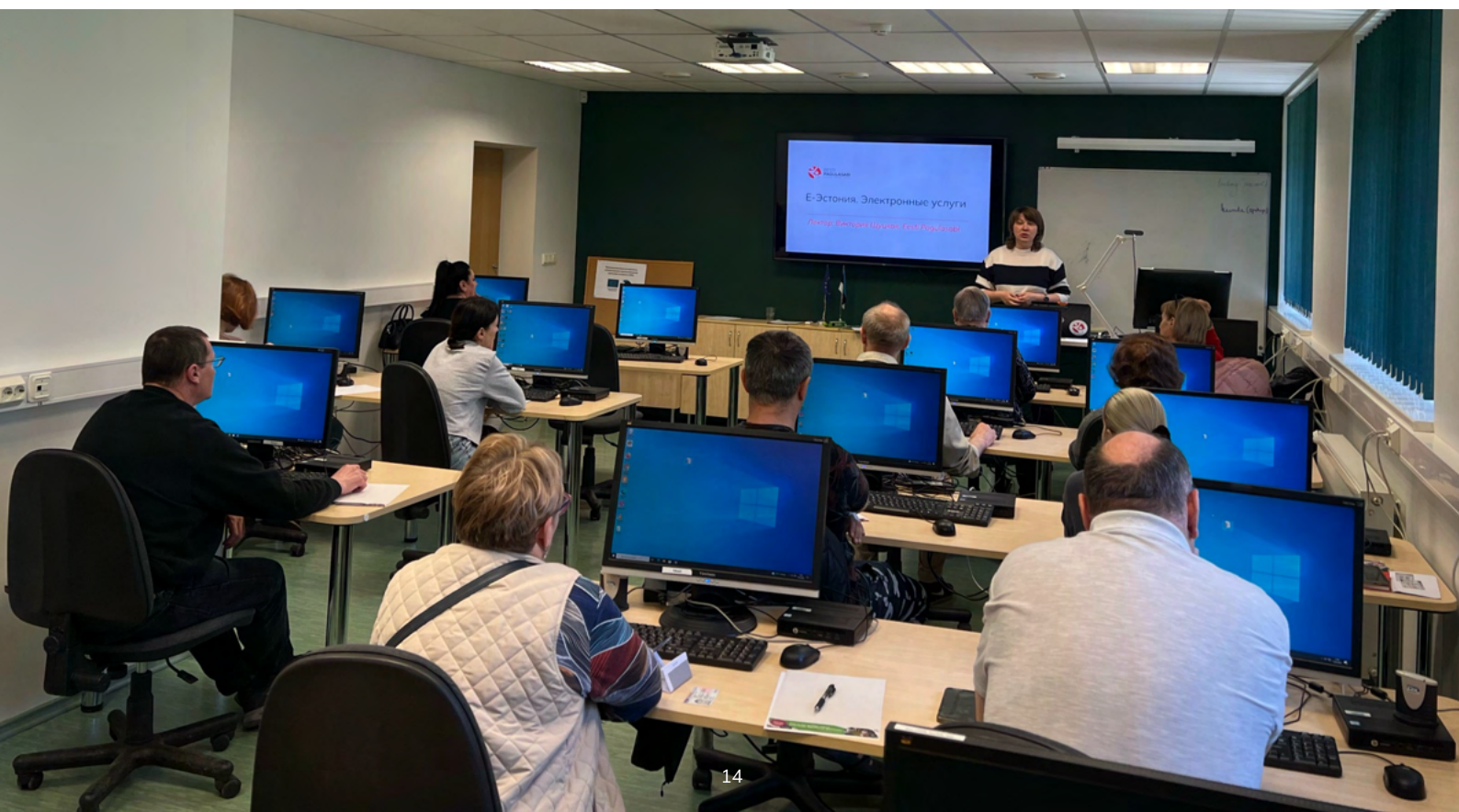
Estonia

By the beginning of 2026, more than 40,000 people had been granted international protection in Estonia, the majority of whom arrived following the start of Russia's full-scale invasion of Ukraine in February 2022. In addition, there are Ukrainians living in Estonia who fled the war but have not applied for an official temporary protection status. While Ukrainians form the largest refugee community in Estonia, the country has also become a place of safety for people forced to flee crises in other parts of the world. Estonia has provided protection to those forced to flee armed conflict, persecution, or violence in countries including Syria, Afghanistan, Russia, Belarus, Türkiye and others.

We support people who have arrived in Estonia after being forced to flee their homes due to war, violence, or persecution by helping them cope with difficult circumstances and rebuild their lives in a new environment. At the same time, we work closely with local communities to foster understanding and inclusion, and to help build a society where everyone feels safe, valued, and welcome.

In 2025, we continued providing counselling and needs-based adaptation trainings to support the smooth integration and independent coping of people with a refugee background in Estonia.

We provided counselling both at our Tallinn office and via email, social media and telephone. In 2025, **more than 570 people** received support through our counselling services.



Over the year, we delivered **156 training sessions** on various topics, including the healthcare and social systems, adaptation of parents, adaptation of pensioners, the education system, entrepreneurship, legal issues in Estonia and Ukraine, employment and digital skills. **More than 3,200 people** with a refugee background participated in these trainings. In addition, we are a procurement partner of the Integration Foundation in delivering the national adaptation programme Settle in Estonia. In 2025, **more than 2,000 people** participated in our trainings.

We organised community events and group activities across Estonia to support people with a refugee background in adapting to their new society. In 2025, **more than 1,400 people** participated in our community activities.

We carried out seminars supporting the local governments in Estonia on migration and integration-related topics. A total of **60 local government officials and community representatives** participated in the seminars, which took place in Järva, Rapla, Viljandi, Lääne-Viru and Ida-Viru counties.

We provided mental health support to people affected by crises and implemented the MindSpring programme across Estonia. Group sessions are led by trained facilitators with similar experiences, backgrounds and languages, fostering trust and a sense of safety. In 2025, **60 people** with a refugee background participated in the MindSpring programme in Tallinn, Viljandi and Jõhvi. Sessions were held for adults, young people and parents.

In 2025, together with the International Organization for Migration, we conducted a UNHCR Socio-Economic Insights Survey among Ukrainian refugees to assess their well-being and key needs. The Estonian Refugee Council contributed to the study by carrying out **185 interviews**.

In spring, we launched a new programme supporting young Ukrainian refugees through language learning and social integration. It included Estonian language meetings based on an immersive language learning methodology developed by Tallinn University. A total of **55 young people** took part. Four groups met weekly in Tallinn and two groups in Jõhvi.

We implemented various activities across Estonia to increase the civic engagement of third-country nationals, including beneficiaries of international protection, strengthening mutual understanding and trust and supporting more active participation in society. A total of eight meetups took place across Estonia, including in Narva, Tartu, Tallinn and Pärnu, where **nearly 280 people** participated.

We also organised events for the local community to raise awareness of forced migration.

- + In February, a counselling programme for kindergartens concluded, which supported inclusive learning environments.
- + In April, a portrait exhibition titled *Voices from Crises: Stories of Displaced People*, presenting the stories of refugees living in Estonia, was displayed on

Vabaduse Boulevard in Tartu. The travelling exhibition opened in Tallinn in spring 2024 and was also showcased in Pärnu.

- + On World Refugee Day, 20 June, we organised a youth event in Tondiraba Park to express support for those who have been forced to leave their homes and to encourage greater recognition and appreciation of people from refugee backgrounds in our communities.
- + In August, at the Opinion Festival, we organised a discussion on institutional racism in cooperation with the Office of the Gender Equality and Equal Treatment Commissioner and the Estonian Human Rights Centre, titled *I'm Not Racist, But... – Real Stories From Estonia*, bringing an underrepresented topic in public discourse to wider attention. In the field of foreign policy, the discussion *More Crises, Less Funding* featured Eero Janson, Director of the Estonian Refugee Council.

We supported the independent livelihoods of people affected by crises by assisting them in starting small businesses and entering the labour market:

- + In February, the Boost entrepreneurship programme launched, helping participants develop or relaunch their businesses. A total of **24 teams** completed the programme.
- + Until March, the third season of the Empowering Women programme, launched in autumn 2024, continued. 26 women-led teams received support, including **14 teams** with participants from a refugee background.
- + In cooperation with Haaga-Helia University of Applied Sciences, we ran two seasons of *Start Smart* AI-focused training programme for young people with a refugee background, with almost **60 young people** taking part.



- + In May, the *Edge Up* programme for jobseekers with a refugee background concluded. The programme was designed to make it easier for people to enter the labour market or move into roles better suited to their skills and experience. In 2025, **more than 60 people** took part in the *Edge Up* training sessions. The programme was also delivered in Latvia, where it supported over **70 participants**.

In 2025, the Estonian Refugee Council's activities in Estonia were supported by the City of Tallinn, the Estonian Ecumenical Relief Organisation (EERO Canada), Wise, UNHCR, the Interreg Baltic Sea Region Programme funded by the European Regional Development Fund, Swedbank, OBJEKT, the British Council, the National Foundation of Civil Society and ESTDEV – the Estonian Centre for International Development. Many conducted programmes were carried out thanks to funding from the European Union through Social Innovation+, Erasmus+, and the European Solidarity Corps. Our partner for the Empowering Women programme was Garage48. In 2025, we were the procurement partner of the Integration Foundation.

Armenia

As of 2026, Armenia is home to approximately 140,000 refugees, as well as more than 5,000 people in refugee-like situations and around 1,500 asylum seekers. The majority arrived following the renewed conflict in Nagorno-Karabakh at the end of 2023. Alongside these recent arrivals, Armenia also hosts people with refugee backgrounds who were forced to leave their homes during earlier phases of the Nagorno-Karabakh conflict, as well as individuals who have sought safety there from other crisis-affected countries, including Syria, Iran and Iraq.

The Estonian Refugee Council has been working in Armenia since 2023. We support people in rebuilding their lives after crises and moving towards a more stable future.

In 2025, we continued working in Tavush region, supporting three schools in adopting water- and energy-efficient innovative agricultural solutions developed in Estonia. We established hydroponic greenhouses and composting units at the schools and worked closely with experts from the Estonian University of Life Sciences to develop comprehensive composting guidelines. A total of **400 students** participated in environmental education training, and three people received training that supports their work in the greenhouses.



With support from the European Union, we launched 4 community councils with a total of **78 members**, representing 9 out of 10 regions in Armenia, enabling people with a refugee background to voice their concerns, advocate for solutions and participate in decision-making processes affecting them. In addition, we launched 6 self-help groups across Armenia, providing mental health support and strengthening self-reliance. Through these groups, we reached **more than 80 people** with a refugee background in vulnerable situations, with 37 of them receiving livelihood grants to start income-generating activities. Mentorship was provided to the 27 grantees.

In 2025, the Estonian Refugee Council's activities in Armenia were supported by the European Union, the Estonian Ministry of Climate through international climate cooperation funds, and the Women's Fund Armenia.

Occupied Palestinian territory

In the occupied Palestinian territory, people are facing one of the world's longest-running humanitarian crises. Ongoing hostilities, mass displacement, and shortages of food, water, fuel, and medical supplies have left the entire population of the Gaza Strip – over 2 million people – dependent on humanitarian assistance. As of the end of 2025, an estimated 77% of people in Gaza were still experiencing severe food insecurity.

The Estonian Refugee Council began operations in Gaza in September 2025, providing essential food assistance to people living amid the humanitarian crisis. We launched a fundraising campaign, raising over €14,000 to provide ready to eat meals for people in Gaza. With support from the Estonian Ministry of Foreign Affairs and private donations, we distributed **more than 12,000 food parcels** in Gaza's hospitals, helping ensure daily meals for both patients and medical staff working under extremely challenging conditions.

In 2025, the Estonian Refugee Council's activities in the occupied Palestinian territory were supported by the Estonian Ministry of Foreign Affairs and implemented in cooperation with the local organisation Gaza Soup Kitchen.



Syria

Following the fourteen-year civil war, Syria continues to face one of the world's most severe humanitarian crises. The conflict has forced more than 13 million people to flee their homes, including 7.4 million who have been displaced within the country. In 2026, an estimated 15.6 million people in Syria are in need of humanitarian assistance, while the health and education systems, along with other essential services, remain severely damaged and fragmented.

The Estonian Refugee Council opened its office in Syria in 2025 to support people affected by the civil war and help them rebuild their lives.

In November and December, we provided cash-based humanitarian assistance to people in the Latakia region to mitigate the impact of wildfires. A total of **325 people**, or 65 families, received support to cover their basic needs.

In 2025, the Estonian Refugee Council's activities in Syria were supported by the Estonian Ministry of Foreign Affairs. The programme was implemented in cooperation with the Finnish humanitarian organisation Finn Church Aid.



Jordan

Over the past decade, more than one million people fleeing the Syrian civil war have arrived in Jordan, of whom roughly half are officially registered as refugees. While Jordan is one of the largest host countries for refugees, it is also among the most water-scarce countries in the world, and requires support to cope with both the water and displacement crises.

The Estonian Refugee Council has been working in Jordan since 2018, supporting women heading households to strengthen their independence and livelihoods.

In November 2025, we concluded a programme in Jordan, through which we supported vulnerable local women and Syrian women with refugee backgrounds. We helped them adopt climate-friendly agricultural solutions that enable women to grow food for their families or generate income by selling their produce. In total, we trained **50 women**, and for 12 of them we built hydroponic greenhouses.

In 2025, the Estonian Refugee Council's activities in Jordan were supported by ESTDEV – the Estonian Centre for International Development.



Georgia

Over the past 30 years, Georgia has experienced two major internal displacement crises. As of 2026, there are approximately 299,000 internally displaced people in the country. Although nearly 18 years have passed since the most recent conflict, many still face significant socio-economic challenges. In addition, around 30,000 people who have fled the war in Ukraine have arrived in Georgia.

The Estonian Refugee Council has been working in Georgia since 2020. Over this time, we have supported people affected by crises in meeting their basic needs, standing up for their rights, and strengthening their ability to cope independently.

In 2025, we continued providing cash-based humanitarian assistance to Ukrainian refugees living in Georgia, helping households meet essential daily needs such as food, rent, utilities, healthcare, etc. In total, we provided multi-purpose cash assistance to **395 people**.

Recognising the heightened risks during the winter season, we helped Ukrainian refugee families cope with increased winter-related expenses. A total of 180 families, or **515 people**, received targeted cash support to cover critical costs such as heating, electricity, warm clothing, and other seasonal necessities.

Throughout the year, we provided support to 18 local NGOs and civil society organisations with **27 participants** across Georgia through targeted trainings, expert workshops and peer learning, helping them improve internal systems and project management. The programme also encouraged inter-regional cooperation and networking beyond the capital.



Tallinn Humanitarian Conference

The third edition of Estonian Refugee Council's Tallinn Humanitarian Conference took place on November 6, 2025. The programme focused on three urgent themes shaping humanitarian action: institutional reform and funding crisis, digital transformation, and access to crisis-affected communities. The conference was attended by nearly **130 participants**.

Amidst shifting geopolitical realities, shrinking humanitarian budgets, and rising global needs, organisations are being pressed to adapt faster than ever. Questions of efficiency, accountability, and innovation are now central to the debate about how humanitarian work is organised and delivered. The conference provided a space for dialogue, critique, and collective learning on how the sector can reset itself while staying true to humanitarian principles.

The conference featured high-level panel discussions with experts from a wide range of international humanitarian organisations. Panellists included Hans Das (DG ECHO), Mervat Shelbaya (IASC Secretariat), Reshma Adatia (ICVA), Patrick Vinck (Harvard Humanitarian Initiative and KoBoToolbox), Rory Crew (CaLP), Danna Ingleton (HURIDOCS), Tristan Ferraro (ICRC), Christopher Ghaiath Almajdoub (ERC), and Hani Almadhoun (Gaza Soup Kitchen).

The panels were moderated by Eero Janson (ERC), Tobias Koch (CGI), and Michael Riepl (European Human Rights Protection).

The conference was supported by ESTDEV – Estonian Centre for International Development Cooperation.



25th anniversary

December 6, 2025 marked the 25th anniversary of the Estonian Refugee Council. Over the past quarter of a century, we have supported more than 470,000 people by providing needs-based assistance to those most affected by crises – in particular refugees, internally displaced people, and those remaining in dangerous and hard-to-reach areas. Throughout our years of operation, we have worked in 10 countries, securing immediate relief in crises and supporting long-term recovery to help people rebuild their lives.

Our work is guided by the principles of **humanity, neutrality, independence, and impartiality**. These principles ensure that our assistance is based on real needs, remains unbiased, and respects the rights and dignity of every person. Today, Estonian Refugee Council is the largest humanitarian organisation in the Baltic region, employing **over 100 people** who are committed to protecting the rights, wellbeing, and dignity of crisis-affected people every day.

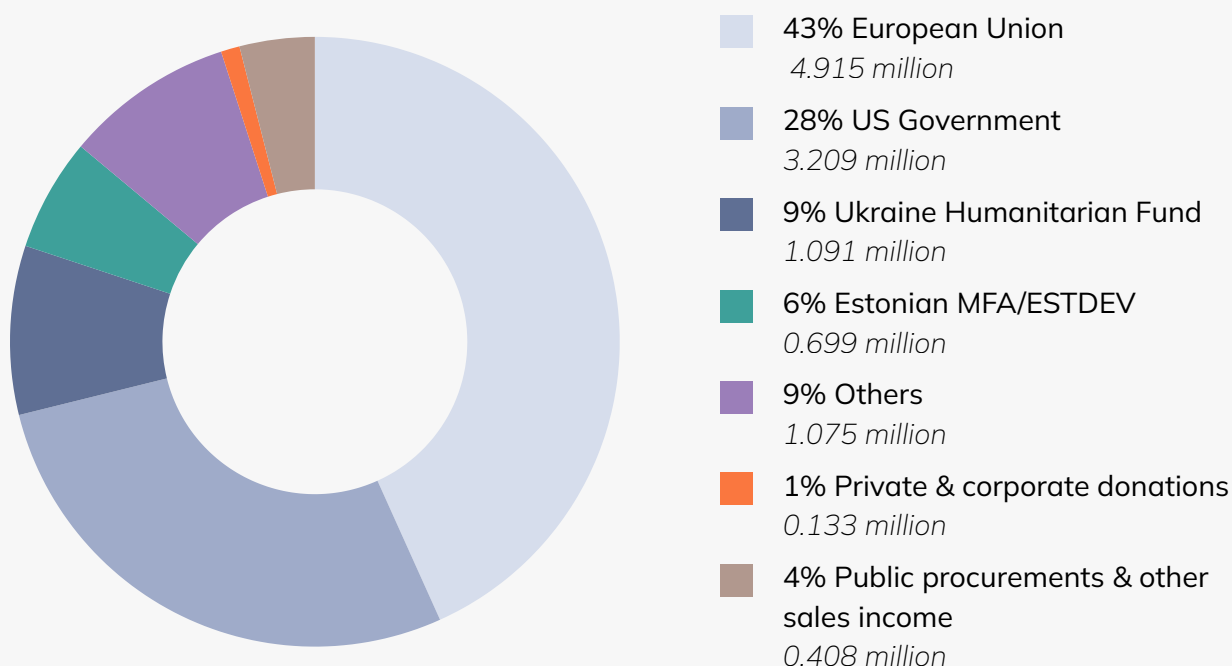


Financing



Financing

The Estonian Refugee Council's income in 2025 was **11.51 million euros**. ERC's programmes and projects are mostly financed by institutional donors, covering 95% of ERC's income in 2025. Private and corporate donations accounted for 1% of ERC's income in 2025, totaling close to 130,000 euros.



Financial ratios	Formula	2025	2024
Current ratio	Current assets / current liabilities	1,46	1,54
Proportion of total revenue from received grants and donations	Grants and donations / total revenue	0,96	1,00
Proportion of total expenses allocated to grants and donations distributed as humanitarian aid and to project partners	Distributed grants and donations / total expenses	0,73	0,81
ROE	(net surplus / total net assets) · 100	-3%	12%

The annual accounts

Statement of financial position

(In Euros)

	31.12.2025	31.12.2024	Note
Assets			
Current assets			
Cash and cash equivalents	6 165 954	1 919 185	
Receivables and prepayments	7 429 841	7 961 384	2
Inventories	5 832	0	
Total current assets	13 601 627	9 880 569	
Non-current assets			
Investments in subsidiaries and associates	19 040	19 040	4
Property, plant and equipment	46 342	68 637	5
Intangible assets	1 455	606	
Total non-current assets	66 837	88 283	
Total assets	13 668 464	9 968 852	
Liabilities and net assets			
Liabilities			
Current liabilities			
Payables and prepayments	273 698	336 574	6
Grants with special terms	8 999 529	5 161 035	8
Total current liabilities	9 273 227	5 497 609	
Non-current liabilities			
Payables and prepayments	1 784	1 840	6
Total non-current liabilities	1 784	1 840	
Total liabilities	9 275 011	5 499 449	
Net assets			
Accumulated surpluses (deficits) from previous periods	4 469 403	3 940 526	
Surplus (deficit) for the period	-75 950	528 877	
Total net assets	4 393 453	4 469 403	
Total liabilities and net assets	13 668 464	9 968 852	

Statement of revenues and expenses

(In Euros)

	2025	2024	Note
Revenue			
Grants and donations	11 121 867	19 587 069	8
Business income	407 596	98 338	9
Other income	9	55	
Total revenue	11 529 472	19 685 462	
Expenses			
Direct cost of projects financed by grants for special purposes	-10 464 589	-17 865 104	10
Other operating expense	-344 238	-534 720	11
Employee expense	-650 824	-770 514	12,10
Depreciation and impairment loss (reversal)	-15 368	-20 347	5,10
Other expenses	-3 649	-2 436	
Total expenses	-11 478 668	-19 193 121	
Surplus (deficit) from operating activities	50 804	492 341	
Interest income	2 108	153	
Other financial income and expense	-128 862	36 383	
Net surplus (deficit) for the period	-75 950	528 877	

Statement of cash flows

(In Euros)

	2025	2024	Note
Cash flows from operating activities			
Receipts from grants and donations	132 848	230 288	8
Receipts of sales of goods and rendering of services	280 084	98 338	
Payments of grants and donations	-9 199 993	-15 782 996	
Payments to employees	-1 539 931	-1 979 528	
Proceeds from grants with special terms	15 330 085	17 160 844	8
Other cash flows from operating activities	-731 701	-2 979 205	
Total cash flows from operating activities	4 271 392	-3 252 259	
Cash flows from investing activities			
Purchase of property, plant and equipment and intangible assets	-1 994	-43 293	
Proceeds from sales of property, plant and equipment and intangible assets	1 000	0	5
Interest received	2 107	153	
Total cash flows from investing activities	1 113	-43 140	
Total cash flows	4 272 505	-3 295 399	
Cash and cash equivalents at beginning of period	1 919 185	5 106 226	
Change in cash and cash equivalents	4 272 505	-3 295 399	
Effect on exchange rate changes on cash and cash equivalents	-25 736	108 358	
Cash and cash equivalents at end of period	6 165 954	1 919 185	

Statement of changes in net assets

(In Euros)

	Total net assets	
	Accumulated surpluses deficits from previous period	
31.12.2023	3 940 526	3 940 526
Net surplus (deficit) for the period	528 877	528 877
31.12.2024	4 469 403	4 469 403
Net surplus (deficit) for the period	-75 950	-75 950
31.12.2025	4 393 453	4 393 453

Notes

Note 1 Accounting policies

Plant, property and equipment and intangible assets

Useful life by assets group (years)

Assets group name	Useful life

Note 2 Receivables and prepayments

(In Euros)

	31.12.2025	Within 12 months	Note
Accounts receivable	170 515	170 515	
Accounts receivables	170 515	170 515	
Tax prepayments and receivables	360	360	3
Other receivables	11 885	11 885	
Interest receivables	798	798	
Accrued income	11 087	11 087	
Prepayments	11 747	11 747	
Deferred expenses	11 747	11 747	
	6 878 170	6 878 170	8
	357 164	357 164	
Total receivables and prepayments	7 429 841	7 429 841	
	31.12.2024	Within 12 months	Note
Accounts receivable	12 200	12 200	
Accounts receivables	12 200	12 200	
Other receivables	27 319	27 319	
Interest receivables	1	1	
Accrued income	27 318	27 318	
Prepayments	23 732	23 732	
Deferred expenses	23 732	23 732	
	7 376 413	7 376 413	8
	521 720	521 720	
Total receivables and prepayments	7 961 384	7 961 384	

Note 3 Tax prepayments and liabilities

(In Euros)

	31.12.2025		31.12.2024	
	Tax prepayments	Tax liabilities	Tax prepayments	Tax liabilities
Corporate income tax	0	0	0	58
Value added tax	0	12 292	0	3 781
Personal income tax	0	16 141	0	22 075
Fringe benefit income tax	0	266	0	280
Social tax	0	26 115	0	38 277
Contributions to mandatory funded pension	0	1 937	0	1 815
Unemployment insurance tax	0	1 884	0	2 622
Prepayment account balance	360		0	
Total tax prepayments and liabilities	360	58 635	0	68 908

Note 4 Investments in subsidiaries and associates

(In Euros)

	31.12.2025	31.12.2024
Shares of subsidiaries	19 040	19 040
Total investments in subsidiaries and associates	19 040	19 040

Note 5 Property, plant and equipment

(In Euros)

			Total
	Computers and computer systems	Other property, plant and equipment	
31.12.2023			
Carried at cost	78 863	48 468	127 331
Accumulated depreciation	-53 170	-16 475	-69 645
Residual cost	25 693	31 993	57 686
Acquisitions and additions	12 359	30 934	43 293
Other acquisitions and additions	12 359	30 934	43 293
Depreciation	-13 531	-18 811	-32 342
31.12.2024			
Carried at cost	91 222	79 402	170 624
Accumulated depreciation	-66 701	-35 286	-101 987
Residual cost	24 521	44 116	68 637
Acquisitions and additions	13 030	16 198	29 228
Other acquisitions and additions	13 030	16 198	29 228
Depreciation	-20 135	-29 292	-49 427
Reclassifications	0	-1 094	-1 094
Other reclassifications	0	-1 094	-1 094
Other changes	-282	-720	-1 002
31.12.2025			
Carried at cost	104 252	95 600	199 852
Accumulated depreciation	-87 118	-66 392	-153 510
Residual cost	17 134	29 208	46 342

Disposed property, plant and equipment at selling price

	2025	2024
Machinery and equipment	1 000	0
Other machinery and equipment	1 000	0
Total	1 000	0

Note 6 Payables and prepayments

(In Euros)

	31.12.2025	Allocation by remaining maturity		Note
		Within 12 months	1 - 5 years	
Trade payables	17 535	17 535	0	
Employee payables	138 395	138 395	0	7
Tax payables	58 635	58 635	0	3
Other payables	60 917	59 133	1 784	
Other accrued expenses	60 917	59 133	1 784	
Total payables and prepayments	275 482	273 698	1 784	

	31.12.2024	Allocation by remaining maturity		Note
		Within 12 months	1 - 5 years	
Trade payables	20 491	20 491	0	
Employee payables	169 395	169 395	0	7
Tax payables	68 908	68 908	0	3
Other payables	79 620	77 780	1 840	
Other accrued expenses	79 620	77 780	1 840	
Total payables and prepayments	338 414	336 574	1 840	

Note 7 Employee payables

(In Euros)

	31.12.2025	31.12.2024
Remuneration liability	89 224	124 251
Vacation pay liability	49 171	45 144
Total employee payables	138 395	169 395

Note 8 Grants with special terms

(In Euros)

	31.12.2023		Received	Repaid	Recognized in statement of revenues and expenses	31.12.2024	
	Receivables	Liabilities				Receivables	Liabilities
Grants for operating expenses							
	29 075	50 092	830 997	-936	-862 233	92 710	81 556
	0	19 171	0	-22 104	0	2 933	0
	29 783	33 689	564 952	-7 305	-538 016	509 170	532 707
	15 235 801	14 751 805	14 487 188	0	-14 661 133	6 502 015	4 560 589
	884 316	2 123 009	1 249 888	0	-3 338 695	766 019	-84 095
	79 226	53 104	27 819	0	-1 697	25 285	25 285
	0	0	230 288	0	-185 295	0	44 993
Total grants for operating expenses	16 258 201	17 030 870	17 391 132	-30 345	-19 587 069	7 898 132	5 161 035
Total grants	16 258 201	17 030 870	17 391 132	-30 345	-19 587 069	7 898 132	5 161 035
	31.12.2024		Received	Repaid	Recognized in statement of revenues and expenses	31.12.2025	
	Receivables	Liabilities				Receivables	Liabilities
Grants for operating expenses							
	92 710	81 556	679 987	0	-699 039	168 185	137 979
	2 933	0	0	0	2 933	0	0
	509 170	532 707	1 032 357	0	-1 060 006	673 868	612 340
	6 502 015	4 560 589	11 818 885	0	-8 124 045	6 134 415	8 105 471
	766 019	-84 095	1 798 856	0	-1 086 841	258 866	120 767
	0	44 993	132 848	0	-154 869	0	22 972
	25 285	25 285	0	0	0	0	0
Total grants for operating expenses	7 898 132	5 161 035	15 462 933	0	-11 121 867	7 235 334	8 999 529
Total grants	7 898 132	5 161 035	15 462 933	0	-11 121 867	7 235 334	8 999 529

Note 9 Business income

(In Euros)

	2025	2024
Training service for the Ministry of Culture	916	0
Other training service	360	10 894
Social services to Social Insurance Board	4 933	37 648
Koolitusteenus Integratsiooni Sihtasutusele	374 437	49 796
Summercamp for Tallinna Strateegiakeskus	26 950	0
Total business income	407 596	98 338

Note 10 Direct expenses of projects financed by grants and donations (In Euros)

	2025	2024	Note
Transportation expense	26 824	20 617	
Leases	20 921	9 520	
Office expense	6 674	291	
Travel expense	19 323	36 557	
Training expense	35 598	24 250	
State and local taxes	233	0	
Labor expense	1 122 449	1 220 373	12
Depreciation	34 059	11 995	
Other operating expenses	78 698	3 533	
Humanitarian assistance	8 386 484	15 600 906	
Expenses of project partners	730 425	935 316	
Awareness activities	2 901	1 746	
Total direct expenses of projects financed by grants and donations	10 464 589	17 865 104	

Note 11 Miscellaneous operating expenses (In Euros)

	2025	2024
Leases	77 150	104 538
Energy	7 299	8 204
Electricity	5 651	5 190
Fuel	1 648	3 014
Miscellaneous office expenses	97 273	160 901
Travel expense	12 010	29 737
Training expense	1 794	27 032
State and local taxes	3 378	8 686
Bank charges	3 155	2 383
Human resources related expenses	34 890	94 489
Transportation expenses	9 957	15 089
Marketing, communication and IT	31 164	29 070
Event organizing	57 847	17 736
Other	8 321	36 855
Total miscellaneous operating expenses	344 238	534 720

Note 12 Labor expense

(In Euros)

	2025	2024	Note
Wage and salary expense	1 440 321	1 577 734	
Social security taxes	332 952	413 153	
Total labor expense	1 773 273	1 990 887	
Thereof disclosed as direct expenses of projects financed by grants and donations	1 122 449	1 220 373	10
Average number of employees in full time equivalent units	113	129	

Note 13 Related parties

(In Euros)

Number of members by the end of economic year		
	31.12.2025	31.12.2024
Number of private person members	11	11

Remuneration and other significant benefits calculated for members of management and highest supervisory body		
	2025	2024
Remuneration	62 301	64 800