



# Van Tienhoven Foundation Strategic Plan 2019-2024

## Preamble

The Van Tienhoven Foundation focuses on the delivery of a small set of small grants through one call for proposals each year with a VTS board that is completely geared towards this end in terms of expertise, and the maintenance of supporting facilities.

For the years 2019-2024, the board makes grants of at least € 100.000 per year, based on revenues of an endowment capital of somewhat over € 3.5 M. The board of the foundation strives to make grants at the most economic costs, in order to maximize the amount of funds available for the delivery of small grants.

The role and expertise of the board is twofold:

- 'to ensure optimum grant making' and
- 'to ensure that capital revenue is optimised'.

The board ensures that capital of the foundation itself is also invested sustainably, in order to ensure optimum balance between revenue for grant making and capital investment that benefits nature and social justice.

## Our Mission

The Van Tienhoven Foundation for International Nature Protection aims to promote the protection, conservation, and sustainable use of ecosystems and it's living organisms, where ever these are threatened or under pressure outside the Netherlands.

## Our Vision

We, as board of the Foundation, are concerned about life on earth, the well-being and maintenance of the variety of living organisms and their living environment. Human beings play a crucial role as actor and factor in biodiversity. We see people as instrumental in mitigating the pressures of global change on the living environment and biodiversity.

## Our Long-term Objectives

Based on the estate of Pieter Gerbrand van Tienhoven, we aspire the following aims to:

1. make small grants available in order to finance direct actions that lead to change in policy and practice. This is especially the case for those ecosystems and its living organisms that are threatened or under pressure outside the Netherlands;
2. promote knowledge into the causes of threats and pressures on nature, in order to generate concrete actions that halt, counteract or mitigate these causes;
3. influence and collaborate with governmental, non-governmental organisations, communities, individuals, and other relevant stakeholders for the sake of the conservation of nature.

The foundation focuses on objective 1, the primary process of the foundation. Objectives 2 and 3 are executed through strategic relationships and through membership of IUCN.

## Our Values and Beliefs

We believe in the intrinsic value of nature. We believe that nature, natural resources and biodiversity are the basis of the existence of life on this earth. We need to value, cherish, preserve and restore this diversity in order to sustain life on earth. This conservation needs to be done primarily by the people



directly affected by the loss of nature and biodiversity. We believe that successful conservation is only possible if this is embedded in local culture and supported by local people.

We believe that small strategic investments can create major changes, and can generate action, leverage and can ensure a better positioning, visibility and outreach of local organisations. We believe that small grants can have a great impact, but only if these small grants lead to direct action and to change in policy and practice.

We believe – as the board of the van Tienhoven foundation – that it is essential to give a good example, to work on the basis of trust and volunteerism, and to be as lean and flexible as possible. We strive for maximum transparency and accountability to our grant recipients.

### **Our Strategic Priorities**

We serve a real demand by offering small grants for nature conservation actions. All eligible projects form an untapped resource of information. We can use our capital, expertise, knowledge and independence to engage with other foundations and to engage other individuals for specific conservation efforts and or to promote knowledge on small scale nature conservation actions. However, we currently have no human resources, nor capital available to expand our efforts on a short notice.

This means we should improve our communication and ICT infrastructure to increase efficiency and to easily make data on the granted projects more readily available for interpretation by others. The available board time is currently a limiting factor, which means we should increase the capacity as a board from 5-7 members. Thereby we strive for diversity in expertise, background and gender.

The primary process of the organisation and the application of ICT-tools can be improved, we therefore gradually, without major additional costs we will improve the efficiency of the organisational processes and application of ICT. We will retain external managerial and administrative support.

The VTS-capital is deposited at Triodos bank, in order to ensure sustainable capital investment. We will enter a dialogue with the bank in order to assess opportunities for strategic collaboration and/or reduction of overhead costs.

### **Our Short-term Objectives:**

In five years from now, in 2024:

- We are an effective, efficient, flexible and lean organisation, embedded in a small network of like-minded organisations and professionals, who are willing to provide support and advice upon request
- We have spent € 500.000 on a minimum of 50 projects in Africa, Asia and South America, spending at least € 100.000 per annum
- We have built a relationship with our grantees and have – if desired and possible – helped them further in building a viable effort
- We are transparent and accountable in our communication about our policy and about our grantees
- We have a sustainable relationship with other foundations
- We have more focus and we have ensured the success rate of project applications is around 10% or higher
- We have built a sustainable working relationship with the Triodos Bank in order to reduce overhead costs and – if possible – to co-finance or co-invest in activities that are linked to VTS mission
- We have engaged the community of grantees in policy making of the foundation
- We have assessed the viability of co-financing with other initiatives and financial contribution from third parties.

### **Action Plan:**

- To set aside € 100.000 for grant making in five years (irrespective of the current financial market).
- To increase the organisational (board) capacity.
- To improve communication and ICT infrastructure.
- To renegotiate the relation with the Triodos bank, assess potential to engage the bank as strategic partner.



- To explore ongoing engagement with other grant making foundations.
  - To better engage external expertise in the selection process.
  - To improve analysis and relationship management with applicants, taken the limited board capacity into account.
  - To adjust reporting and communication expectations and requirements.
  - To organise a minimum of 2 meetings per year, one in spring to select new grantees and one in autumn, to assess all incoming reports, to evaluate and review criteria and to monitor strategy and policy development.
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