Strategic Policy Plan 2026-2028

Adopted by the board of Stichting Tent Partnership for Refugees Europe

1. Mission and purpose

Stichting Tent Partnership for Refugees Europe is a Dutch foundation (stichting) whose statutory purpose is to raise funds and receive donations in support of the scaling of Tent Partnership for Refugees' activities across Europe.

Tent Partnership for Refugees is an international non-profit organisation that mobilises major companies to recruit, hire, and support refugees and displaced people into sustainable employment. The Foundation serves as the European fundraising vehicle that makes this work financially possible — from corporate engagement across Tent's European country offices to programme delivery by local country teams.

The Foundation does not itself carry out operational programme activities. Its role is exclusively to attract financial resources and direct them towards Tent's European mission.

2. Fundraising: strategy and donor landscape

2.1 Target audiences

The Foundation targets the following categories of donors:

- Philanthropic foundations and family offices, particularly European funds focused on migration, labour market integration, or social enterprise.
- Institutional donors, including the European Commission, national governments, and intergovernmental organisations that financially support Tent's areas of work.
- Companies contributing through corporate philanthropy or CSR budgets to refugee integration in Europe.
- High Net Worth Individuals with a personal interest in refugee issues or labour market integration.

2.2 Fundraising instruments

The Foundation uses the following approaches to attract donations and maintain donor relationships:

- Prospecting and direct outreach to potential donors, in close collaboration with Tent's international development team.
- Applications to European and national grant programmes, where the Foundation's purpose qualifies.
- Events and networking opportunities connecting donors to Tent's mission and results.
- Impact reporting: periodic reports to donors on the use of funds and outcomes achieved through Tent's European programmes.
- Digital communications and thought leadership to raise Tent's visibility among European donor audiences.

3. Use of received funds

All donations and funds received by the Foundation are used exclusively to finance Tent's European activities. This includes the operation of Tent's European country teams (active in France, Germany, the Netherlands, Poland, Spain, Sweden, and the United Kingdom), the delivery of corporate programmes focused on refugee hiring, and the development of policy tools and research.

The Foundation ensures that the use of funds is at all times consistent with its statutory purpose and with any conditions set by donors. Annual transparent reporting on the use of funds is provided to all relevant stakeholders.

4. Asset management and financial controls

The Foundation maintains a clearly defined policy for the management of assets and financial flows, in accordance with Dutch ANBI requirements, general standards for good governance of public benefit organisations, and donor expectations.

4.1 Reserve policy

The Foundation does not accumulate capital beyond what is reasonably necessary for operational continuity. The Foundation may retain a reasonable reserve where this is justified by its activities and anticipated expenditure. Any funds received in excess of this are transferred to Tent's European operating entities within the same financial year in which they are received, unless donor conditions require a different schedule.

4.2 Transfer process

Donations received are transferred to the relevant Tent entity or entities on a quarterly basis, or earlier where operationally required. Each transfer requires written authorisation from at least two board members. The board reviews and approves the transfer schedule as part of its regular meetings. All transfers are documented and traceable to the originating donation.

4.3 Banking and signatory authority

The Foundation holds all funds in accounts with a reputable financial institution established in the European Union. The board establishes and periodically reviews the list of authorised signatories. Individual payments above a threshold set by the board require dual authorisation. The board reviews bank account access rights at least annually.

4.4 Investment policy

The Foundation does not engage in investment activities. All assets are held in liquid form in bank accounts. The Foundation does not hold securities, real estate, or other financial instruments. This policy reflects the Foundation's pass-through character and minimises financial and reputational risk.

4.5 Currency risk

Where donations are received in currencies other than the euro, the Foundation converts these to euro upon receipt, unless a donor has specified otherwise. The Foundation does not engage in currency hedging. Any exchange rate differences are recorded transparently in the annual accounts.

4.6 Donor reporting and accountability

The Foundation provides each donor with a written impact report within six months of the end of the financial year in which their donation was received, or within any shorter timeframe agreed with the donor. The report specifies how the donated funds were used, which activities they supported, and what results were achieved. In addition, the Foundation

publishes its annual accounts and annual report on its website, in accordance with ANBI transparency requirements.

5. Governance and board

The Foundation is governed in accordance with its deed of incorporation under Dutch law. The board holds ultimate responsibility for fundraising policy, financial integrity, and compliance with the statutory purpose. The board meets at least once per year, approves the annual budget, and adopts the annual report.

Day-to-day fundraising and donor relations are coordinated by designated staff within Tent's organisation, in alignment with the international development team and the Executive Committee (ExCo). The Foundation operates transparently and meets the requirements of the Dutch Tax Authority for ANBI status (Public Benefit Organisation), where applicable.

6. Measurable objectives 2026–2028

For the planning period 2026–2028, the Foundation sets the following objectives:

- Year-on-year growth in total donations received compared to the previous financial year.
- Expansion of the active donor base by at least two significant new donors per year.
- Timely and complete impact reporting to all donors in accordance with agreed terms.
- Financial close and external audit completed within six months of each financial year end.
- Full compliance with all legal and fiscal obligations as a Dutch foundation.

7. Core values

The Foundation operates in line with the core values of Tent Partnership for Refugees: transparency in the use of received funds, integrity in donor relationships, and a business-driven, results-oriented approach to refugee integration as both a social and economic imperative. Donors can trust that their contributions are used efficiently and in accordance with the Foundation's statutory purpose.