



Policy Plan 2026-2027

Stichting Analytics for a Better World

Dutch ANBI application and public accountability

Policy period: 7 September 2026 to 31 December 2027



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Document purpose and scope

This policy plan explains how Stichting Analytics for a Better World (the Foundation) will pursue its public-benefit purpose from its incorporation on 7 September 2026 through 31 December 2027. It describes the Foundation's activities, income model, use of funds and management of assets and reserves. It also records the governance, remuneration and continuity principles relevant to recognition as an algemeen nut beogende instelling, or ANBI.

The Articles of Association are the Foundation's governing legal document. This English plan summarises the Foundation's registered purpose and policies for the stated period. If wording differs, the executed Dutch Articles of Association prevail.

Foundation details

Item	Information
Legal name	Stichting Analytics for a Better World
Legal form	Dutch foundation
Chamber of Commerce number	42157533
RSIN	869966959
Registered office	Zoetermeer, the Netherlands
Visiting address	Houtsingel 5, 2719 EA Zoetermeer, the Netherlands
Date of incorporation	7 September 2026
First registration in the Trade Register	7 September 2026
SBI code	94996 – Activities of other ideological organisations

1 Purpose and public benefit

1.1 Purpose

The Foundation promotes and supports scientific research and academic education in data science, artificial intelligence and related disciplines, particularly where these address societal issues and the public interest. It also supports non-governmental organisations and other socially relevant non-profit organisations, public institutions, non-profit social enterprises and initiatives that demonstrably serve a public interest in applying, developing and implementing data science and related disciplines.

These disciplines include data analysis, artificial intelligence, machine learning, data visualisation, operations research, optimisation and statistical methods. The Foundation may undertake all lawful activities connected with or conducive to its purpose.

1.2 Public benefit and beneficiaries

ABW helps organisations that address societal needs make better decisions with scarce resources. Its work may relate to humanitarian assistance, health, food systems, clean water, climate and the environment, education and other areas of public benefit. Direct participants include the organisations and professionals supported by ABW. The intended ultimate beneficiaries are the people, communities and public interests those organisations serve.

1.3 The 90 percent public benefit principle

The Foundation will ensure that at least 90 percent of its activities and expenditure serve the public benefit. It will assess programmes, projects and partnerships against its purpose and their expected contribution to the public interest. The Foundation has no profit motive in relation to its public-benefit activities. Any positive result remains available to advance its purpose, and any incidental private benefit must be subordinate and necessary to that purpose.

2 Activities to achieve the purpose

The Foundation will pursue its purpose through applied research, practical implementation, academic education, capability building and knowledge sharing. Activities may be delivered pro bono or at strongly reduced rates, in line with the Articles of Association and the circumstances of the participating organisation.

2.1 Innovation Lab and projects

ABW will bring together societal organisations, researchers, students and practitioners to define decision problems, prepare and analyse data, develop suitable analytical methods and support implementation. The Innovation Lab and individual projects may use data science, operations research, optimisation, artificial intelligence and related methods. ABW will apply proportionate standards for responsible use, data protection, quality and practical usability.

2.2 Impact Accelerator

ABW intends to continue and improve its Impact Accelerator. A selected cohort of mission-driven organisations works intensively on concrete decision problems with researchers, students and experts. Selection and preparation will consider public-benefit relevance, organisational readiness, data availability and the prospect that results can be implemented. Each edition will be evaluated and refined using lessons from prior editions.

2.3 Fellowship Programme and education

ABW intends to continue and develop its Fellowship Programme and related training and academic education activities. These combine learning with real organisational problems, mentoring and implementation support. Their purpose is to strengthen the internal capabilities of participating organisations and reduce long-term dependence on external experts.

2.4 Tools methods and knowledge sharing

The Foundation may develop, make available and maintain tools, methods and platforms that support public-benefit applications. Where legal, ethical, contractual and privacy conditions permit, ABW will share knowledge and software openly so that organisations beyond direct programme participants can use and build on the work.

2.5 Partnerships and monitoring

ABW will develop cooperation among societal organisations, academic institutions and businesses. Partners may contribute research capacity, students, specialist expertise, mentoring, technology or other in-kind support.

Partner involvement does not alter the Foundation's independent responsibility to select activities and use funds for the public benefit. For significant programmes and projects, ABW will set proportionate objectives and indicators, monitor delivery and use of results, and record lessons for future work.

3 Priorities for 2026 and 2027

Period	Priorities
September to December 2026	Complete the Foundation's governance and administrative arrangements; transfer or contract activities to the new legal entity where appropriate; continue programming: Impact Accelerator, Fellowship Programme and partnerships; develop a diversified funding pipeline; and establish proportionate monitoring, financial control and public reporting.
2027	Deliver and refine the programme portfolio; strengthen implementation support, academic education and reusable knowledge; deepen cooperation with societal, academic and industry partners; broaden and diversify funding where feasible; evaluate impact and organisational capacity; and prepare the policy and annual plan for the period after 2027.

The annual plan and budget will translate these priorities into deliverables, responsibilities and available resources. The scale and timing of activities will depend on secured funding, partner capacity and the readiness of participating organisations. The Foundation will not commit expenditure beyond its responsible financial capacity.

4 Income and fundraising

4.1 Sources of income

Under the Articles of Association, the Foundation's income and assets may consist of fees for its work and reimbursement of administrative and other costs, subsidies and donations, inheritances and legacies, and other lawful receipts and benefits. In practice, ABW expects to pursue a mixed income model that may include:

- grants and institutional contributions from charitable foundations, public bodies and other funders;
- donations and contributions from businesses, individuals and other supporters;
- partner contributions and sponsorship compatible with the Foundation's independence and public-benefit purpose;
- project or programme contributions and strongly reduced fees where appropriate;
- research, education or innovation funding obtained independently or with academic and other partners;
- in-kind contributions such as expert time, research capacity, mentoring, technology and facilities; and
- inheritances and legacies accepted in accordance with the Articles of Association.

4.2 How income will be obtained

The Foundation will identify prospective funders and partners whose objectives are compatible with its purpose, develop grant and project proposals, maintain partnership relationships and communicate the results and lessons of its work. It may enter multi-year arrangements where these support continuity and do not compromise independent decision-making. Material funding conditions, restricted purposes, reputational considerations and delivery obligations will be assessed before acceptance.

No funder or partner acquires a right to the Foundation's assets or controlling influence over the use of funds

outside an approved, purpose-aligned agreement. Restricted income will be recorded and used for the agreed public-benefit purpose.

5 Use of funds

The Foundation will spend its income and assets on activities that advance its purpose. Expenditure may include:

- applied research, analytics and implementation projects;
- the Innovation Lab, Impact Accelerator, Fellowship Programme, academic education, training and mentoring;
- development, maintenance and responsible dissemination of tools, methods, software and platforms;
- personnel and contracted expertise required to deliver and manage activities;
- data, technology, software, secure infrastructure, travel and other direct programme costs;
- partnership development, fundraising, communications and public knowledge sharing; and
- reasonable governance, insurance, legal, accounting, audit, administration and continuity costs.

The Board will approve an annual plan and budget, monitor actual income and expenditure, and explain material variances to the Supervisory Board. Management and fundraising costs will remain reasonable in relation to the nature and scale of public-benefit expenditure. The Foundation will not distribute profits or grant private benefits, except reasonable consideration for necessary services or costs that comply with the Articles of Association and ANBI requirements.

6 Management of assets and reserves

6.1 Responsibility and controls

The Board is responsible for the Foundation's finances, risk management and administration under the supervision of the Supervisory Board. The Foundation will keep records showing its rights and obligations, income, expenditure, assets, liabilities, restricted funds and payments to policy-makers. Material commitments and other reserved matters require the approvals set out in the Articles of Association and any regulations adopted under them.

6.2 Liquidity and asset preservation

The proposed policy for 2026–2027 is to hold cash required for operations and continuity in accounts or deposit products with appropriately regulated financial institutions. Security, liquidity and availability for the Foundation's activities will take priority over financial return. The Foundation will not undertake speculative investment. Any future investment policy or material departure from this approach must be documented, remain consistent with the ANBI expenditure criterion and be approved through the Foundation's governance procedures.

6.3 Reserves

The Foundation may establish designated or general reserves only when reasonably needed for future public-benefit activities, contractual obligations, timing differences in restricted funding or operational continuity. The purpose and intended use of each material reserve will be recorded in the annual budget or financial statements and reviewed at least annually. The Foundation will not retain more assets than reasonably required for its activities and continuity.

6.4 Positive results and dissolution

Any annual surplus remains available for the Foundation's purpose. On dissolution, any remaining balance must be transferred in accordance with the Articles of Association to an ANBI with a similar purpose or to a qualifying foreign public-benefit institution with a similar purpose.

7 Governance and remuneration

7.1 Governance

The Foundation has a statutory Board and a Supervisory Board. The Board determines policy and strategy under the supervision of the Supervisory Board and is responsible for daily management, organisation, finances, risk management and execution of activities. The Supervisory Board supervises the Board's policy and the general course of affairs, advises the Board and acts as employer of the statutory director.

Function	Name and registration
Statutory director	Ronald Matthijs Lenz – in office since 7 September 2026; authorised to represent the Foundation independently.
Member of the Supervisory Board	Gijsbert Frans van Helden – in office since 7 September 2026.
Member of the Supervisory Board	Marc Salomon – in office since 7 September 2026.
Member of the Supervisory Board	Franka Rolvink-Couzy – in office since 7 September 2026.

Directors and employees cannot simultaneously serve on the Supervisory Board. Conflicts of interest are handled under the Articles of Association. The Supervisory Board evaluates the Board and its own performance at least annually.

7.2 Remuneration

Members of the Supervisory Board may receive only reimbursement of expenses and non-excessive attendance fees in accordance with ANBI requirements. The Supervisory Board determines the employment terms and remuneration of each director. Such remuneration must not be excessive and must comply with ANBI requirements. Employees and contractors may receive reasonable remuneration for work performed, subject to the budget, applicable law and the remuneration policy adopted by the Foundation.

8 Financial continuity accountability and review

8.1 Financial continuity

During 2026–2027, the Foundation will seek a diversified and predictable funding base combining, where feasible, institutional support, grants, partner contributions, project income and in-kind capacity. Activities will be scaled to secured and reasonably foreseeable resources. The Board will monitor liquidity, the funding pipeline, restricted obligations, committed expenditure and budget performance, and act when expected income is delayed or does not materialise.

8.2 Administration and public accountability

The financial year is the calendar year. The Board will prepare the balance sheet and statement of income and expenditure with explanatory notes within the period prescribed by the Articles of Association, submit them for

prior approval by the Supervisory Board and adopt them within six months after year-end. Records will be retained for at least seven years.

Following ANBI recognition, the Foundation will publish the information required by the Dutch Tax Administration on its own or a shared website. This includes its name, RSIN, contact details, purpose, main policy lines, names and functions of policy-makers, remuneration policy, an up-to-date activity report and financial accountability.

8.3 Adoption and review

This plan takes effect when adopted by the competent governing body. The Board will review it at least annually and submit material changes for any approval required under the Articles of Association or governing regulations.

Adoption record	To be completed
Adopted by	Board of Stichting Analytics for a Better World
Date	07-09-2026
Version	1.0 after adoption
Next scheduled review	No later than 31 December 2027, and earlier if material changes require it

Appendix ANBI policy plan checklist

This checklist maps the current policy-plan requirements published by the Dutch Tax Administration to this document. It does not replace the application form or other ANBI conditions.

Requirement	Where addressed
Purpose and intended activities	Sections 1 and 2
Activities planned to achieve the purpose	Sections 2 and 3
How income will be obtained	Section 4
How funds will be spent	Section 5
How assets will be managed	Section 6
Explanation of reserves for future years	Section 6.3
Insight into at least the coming year	Section 3