

2024

POLICY PLAN

2024-2028



Preface

In November 2018, Little Leaders Foundation was established by Elisah Sauerbier and myself, Kintan van Leeuwen. We were two passionate high school graduates who wanted to do something meaningful in our gap year, before pursuing higher education. We successfully conducted our first project in Sri Lanka whilst navigating the world of developmental work with no prior experience. It is no coincidence, however, that in November 2023 we celebrated our fifth anniversary as a recognized public benefit organisation. It required hard work and consistency to build an organisation with a team of approximately 20 volunteers whilst collaborating on grassroots projects with overseas NGOs.

We have seen a lot of change, exponential growth and professionalism since 2018. This is a result of our dedication to our goal, to make qualitative education more accessible to children worldwide. Moreover, every year we have started with a month of reflection. The leadership team collectively looks back at the operations and projects from the previous years. This year, we decided it was about time to amend our policy plan accordingly.

Despite having a leadership team with members that acquire more responsibilities, we believe in horizontal entrepreneurship, therefore, all policies apply to all members of the organisation. At Little Leaders Foundation we are all volunteers, this means that besides studies and jobs, we all put in our spare time and a lot of passion into our work without receiving monetary compensation. Being in this position where we have met and worked with countless incredible people who believe in our cause is something we pride ourselves in. We hope that by reading through our policy plan it will encourage you to feel the same way.

Yours sincerely,

A handwritten signature in black ink, appearing to be 'Kintan van Leeuwen', written in a cursive style.

Kintan van Leeuwen
January 2024

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Introduction to Little Leaders Foundation

Welcome to the policy plan for Little Leaders Foundation. Established in November 2018 in Amsterdam, the Netherlands, Little Leaders Foundation is a women-led public benefit organisation passionately driven by volunteers committed to advancing accessible education for children in low-income countries. Our initiatives have been primarily focused on grassroots education projects in Sri Lanka since our inception.

Purpose

This policy plan will be enacted for a minimum period of four years and serves as a foundational guide, delineating the principles and strategies governing the operational landscape of Little Leaders Foundation. Our core objective is to amplify access to education and empower communities through developmental projects. We firmly believe that education stands as the cornerstone of societal development and strive to connect, educate, and empower children and their communities through our endeavours.

Background

At the heart of Little Leaders Foundation lies an unwavering belief in the transformative power of education. Since our establishment, we have diligently collaborated with local NGOs on grassroots projects specifically centred around education. This unique focus underscores our commitment to fostering sustainable development within the communities we engage with. Our organisation's strength lies in its diversity, both in thought and culture. We recognize the pivotal role of ethnic diversity in nurturing intercultural communication, which, in turn, broadens our understanding of the world. This broader perspective enables us to forge enduring and meaningful relationships with the communities we serve.

Operating at grassroots levels remains a pivotal strategy for us, fostering trust and upholding transparency—two foundational values deeply embedded in the ethos of Little Leaders Foundation. We are dedicated to ensuring our initiatives maintain integrity, transparency, and accountability to our esteemed sponsors and stakeholders.

Our Mission

At Little Leaders Foundation, our mission is rooted in the unwavering belief that every child deserves a bright and promising future. We are dedicated to contributing to children's rights, with a particular focus on the fundamental pillars of education, healthcare, and a child's right to be heard. Our organisation stands as a beacon of hope, striving to create a world where every child's potential is nurtured, their health is safeguarded, and their voices are valued.

1. Education for All: Bridging Gaps, Unlocking Potential

We firmly believe that education is the key to breaking the cycle of poverty and empowering children to reach their full potential. Our commitment to "Education for All" is at the core of our work. We tirelessly advocate for inclusive and accessible educational opportunities, ensuring that no child is left behind. Therefore, we focus our projects in Sri Lanka on rural areas where children don't have access to quality education due to a variety of reasons. Through our projects, partnerships, community engagement, and advocacy initiatives, we aim to bridge educational gaps and create an environment where every child can thrive.

2. The Right to Health: Building Healthy Foundations

Health is a fundamental right and is an important factor in a child's general well-being. We are dedicated to ensuring that every child has access to quality healthcare. We believe that an important part of health care is to educate students, teachers and parents on what they can do in emergencies, as a hospital or doctor isn't always closeby. We will start our first healthcare project in 2024. By collaborating with healthcare professionals, local communities, and governments, we strive to build healthy foundations for children, enabling them to lead fulfilling lives and contribute positively to society.

3. The Right to Be Heard: Amplifying Children's Voices

Children are not just beneficiaries of our initiatives, they rather are active participants which is reflected in their own development. Our commitment to the Right to Be Heard recognizes the importance of amplifying children's voices. We believe that education will help children develop in numerous ways, it will enable them to learn, to socialise, to find their strengths and to find ways to express themselves. We prioritize the wishes and needs of the local community when executing projects, thus we work on a grassroots level. When we speak to teachers and parents about the needs of the children, to understand in which ways we can support them, we find it important to involve the children in this conversation as well. We value the opinions of children and want to take this into account when creating solutions for them.

Join Us in Building a Brighter Future

As we tirelessly pursue our mission, we invite individuals, businesses, and organisations to join us in building a world where every child's rights are protected and upheld. Together, we can create lasting change, unlock the potential of future generations, and ensure that every child has the opportunity to flourish, learn, and be heard. Together, we are advocates for a brighter, more equitable future for all children.

Our Ambitions

The ambitions set forth by Little Leaders Foundation serve as a roadmap to fulfilling our mission to ensure a bright and promising future for all children. These goals cover a wide range of approaches related to education, empowerment, advocacy, and healthcare.

1. Little Leaders Foundation is dedicated to bringing its dream of a better future for kids to life by completing the construction of Little Trees Nurtury Preschool within the upcoming year. This initiative is not merely about finishing a building; it's about laying the groundwork for a transformative educational experience. Little Trees Nurtury Preschool embodies our dedication to nurturing young minds and fostering holistic development.
2. Starting next year, we aim to offer €15 per month scholarships to all 25 students from our Rural Education and Development (READ) project. This is a paramount initiative for us as these scholarships intend to break down financial barriers, ensuring that every READ student has equal access to quality education. By providing this support, we empower young minds, giving them the tools to pursue their dreams and contribute meaningfully to their communities. We believe it's an investment in shaping a brighter, more equitable future for these students and the regions they represent.
3. Another goal is to introduce enhanced parenting programs that align seamlessly with our core missions and underscore our belief in the transformative power of education and child development. As advocates for 'Education for All,' we understand that holistic development starts at home. Through these programs, we aim to empower caregivers with essential tools and knowledge to support their children's educational, emotional, and social journey effectively.
4. Offering comprehensive healthcare training in the upcoming years is a testament to our commitment to building healthy foundations for children. By providing healthcare training, we aim to empower communities, educators, and caregivers with essential knowledge and skills. We

understand that access to quality healthcare is not always immediate, especially in remote areas therefore we aspire to create a supportive ecosystem where healthcare knowledge is widespread, ensuring every child's right to a healthy and secure environment.

Our Challenges

We have differentiated our challenges into two types of challenges that we, as an organisation, face whilst trying to achieve our mission. The two types are divided into internal challenges (challenges faced within our organisation) and external challenges (challenges faced in society). Becoming aware of these challenges is the first step in tackling these problems. We believe that our team is more than capable of doing so.

Internal challenges

1. Resource Constraints:

- Limited funding: Since our inception, our main funding source has been recruiting monetary donations from individual sponsors. Our second largest income has been from small and medium-sized businesses, however, we have never received a public grant before. To receive larger sums of donations, we need to focus on approaching more businesses that can afford to give away larger monetary donations as well as applying for grants.
- Recruitment of individual sponsors is time-consuming. Besides the efforts to motivate leads to donate towards our organisation, it is also crucial to maintain these sponsors by keeping them up-to-date with newsletters. Stewardship can help to make sponsors feel more involved and can encourage them to donate more frequently. To make the support of individual sponsors more effective, we will focus on generating monthly donations by individual sponsors which creates a continuous cash flow to support our projects.

2. Impact Measurement

- Measuring the effectiveness of our projects: For our READ project, it will be a challenge to measure to what extent the scholarships relieve parents of the financial burden surrounding school costs and to what extent they promote children's attendance at school. That is why we intend to plan yearly home visitations. By keeping in close contact with the parents of the children we aspire to develop a methodological means to measure the impact of the READ project.

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- For the READ project, we do not want to look at the attendance of children at school to measure the effectiveness, because we can never be sure whether the teachers give a realistic picture of this, given the consequences that this can have for the children's scholarships. That is why we want to look at the student's progress through the school reports they receive twice a year. We also want to attend their lessons to better understand the teaching methods that our pupils receive.
 - The challenge to measure the impact of Little Trees Nurtury will be to see what kind of effect holistic early childhood education will have on the development of the children in the long term, as well as to see what effect a holistic preschool will have on the development of the community in the long term. Therefore, we will continue to be involved with Little Trees Nurtury after the construction is finished and we will also be on the advisory board of the preschool.
3. Innovation and Adaptation:
- Embracing Change: The communities where we carry out our projects are of course, like every community, continuously under the influence of social and economic changes. For example, COVID-19 has caused an economic crisis in Sri Lanka and also changed the need for support within these communities. We must always engage and communicate with the beneficiaries to understand their needs, as these may change by a variety of factors stated above.
 - Implementing new systems for administration: Keeping project administration can take up a lot of time and work. By looking at new systems and automation processes, we can speed up administration processes. Since 2023 we have been using a new digital system called 'Monday', where we can easily track the progress of our volunteers' tasks and safely share documents.
4. Communication Strategies:
- Internal Communication: We are always looking for better ways to foster and maintain internal communications with our volunteers. We do this to ensure improved cooperation between our volunteers and that productivity remains efficient. The new 'Monday' platform that we applied to our working method in 2023 has improved this. We also

have work groups on WhatsApp, which only include volunteers who are actively participating. This also maintains productivity and supports the volunteers in executing tasks. We also scheduled fixed meetings to provide stability to the volunteers.

- Stewardship: We keep sponsors informed via email. We aim to do this more consistently and share more contextual information about our projects. By distributing for example a monthly newsletter, sponsors will learn more in-depth about the projects they support.
- Social Media: In addition, we are most active on our Social Media on Instagram. However, we also have a LinkedIn, TikTok and YouTube account. We have decided to boycott Facebook, as we don't agree with its policies, and Facebook is not making enough effort to censor hate speech. It remains difficult to maintain all Social Media accounts, but by dividing this work amongst our volunteers, we plan to be more active on all channels and increase our visibility online.

5. Volunteer Management:

- Recruitment and Retention: During the training process of our volunteers, we noticed that it is important that volunteers are given specific tasks. Our former methods were based on the principle of volunteers taking initiative in choosing and executing their tasks. Since the inception of the Back Office where the HR Manager is working more closely together with the Back Office Executive, we found that volunteers often have their first experience in the non-profit sector when starting for our organisation. To prevent new volunteers from feeling left behind, we ensure that they receive more guidance at the start of their volunteer work. We have also implemented a trial period of two months for new volunteers. After these two months, our HR Manager and Back-Office Executive will have a meeting with the new volunteer to evaluate their process and see whether the start of the collaboration was successful.

External challenges

1. Finding suitable grants: It is an ongoing challenge to find grants that our organisation and our projects are eligible for. We are a Dutch foundation but carry out projects in Sri Lanka. Some grants only support projects in

Europe. Other grants that are aimed at projects in Asia also don't see us as eligible because our organisation is located in the Netherlands. As we feel that we haven't exhausted all of our efforts in this area we have assigned all of our volunteers to apply for grants.

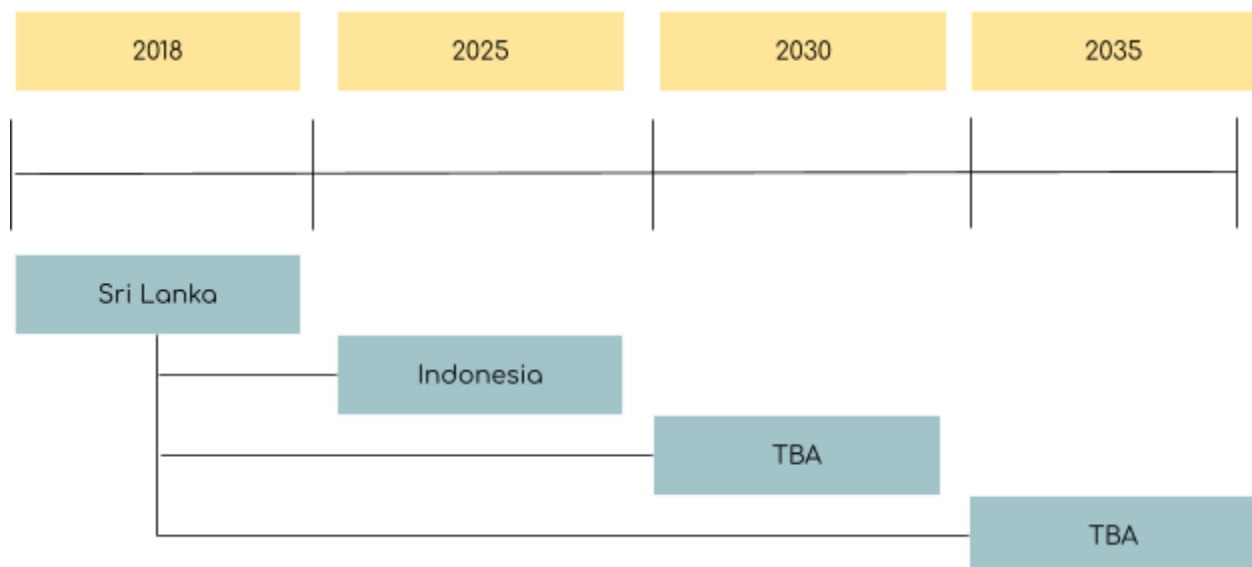
2. Economic changes: Changes in the economy have also affected our projects. For example, the raw materials we needed for the construction of Little Trees Nurtury were much more costly than expected, as were the import costs. That is why we try to purchase as many local products as possible for our projects.

Our Strategy

Our mission states that *Little Leaders Foundation aims to make education more accessible world wide*. This means that the organisation intends to spread its influence amongst multiple regions across the world, in particular amongst low-income countries. The motivation for this is to bridge the gap of socio-economic inequality amongst the most impoverished populations globally. Little Leaders Foundation firmly believes in quality education being the start to societal development and rejects the notion of white-saviourism in pursuit of world betterment. By supporting impoverished rural communities with grassroots operations, Little Leaders Foundation is determined to develop self managing projects that will serve the youth and future leaders of local populus. The term *education* seen in the mission statement is used broadly to describe the following activities; public education, spreading awareness, counselling, researching, and training.

Organisation Strategies:

Little Leaders Foundation will embark on new geographical territories as of 2025. From that point onwards the organisation aims to set up projects in new countries every five years.



It has taken Little Leaders Foundation five years to establish grassroots projects with local teams in Sri Lanka. The project's development that incurred in Sri Lanka will serve as a guideline for the future projects of Little Leaders Foundation in new countries.

Case study: Snakebite Envenoming in Rural Populations

In 2024, Little Leaders Foundation will enact its first Public Health project in Sri Lanka. The topic for this project is snakebite envenoming in rural Sri Lanka. Snakebite envenoming was reinstated as a Neglected Tropical Disease (WHO, 2017) that affects children in impoverished rural areas the most. For this project, Little Leaders Foundation will research and develop first aid training methods and tools in order to empower rural communities in preventing and treating snakebite envenoming.

Borneo, Indonesia is known to have a similar snakebite burden as seen in Sri Lanka. However, the entire island does not have snakebite antivenom available in hospitals, leading in high morbidity and mortality rates amongst the rural population.

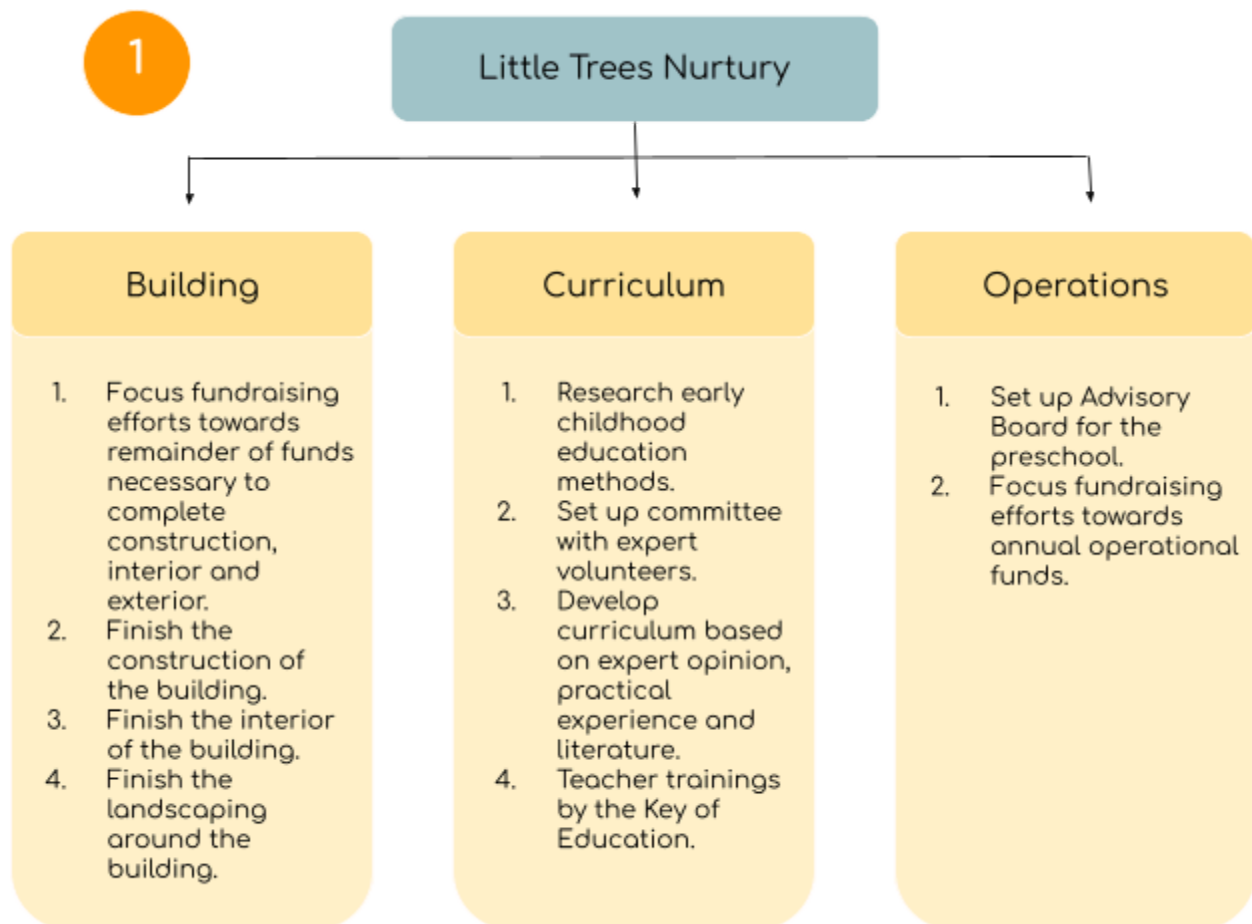
Little Leaders Foundation will use its Snakebite Envenoming in rural Sri Lanka project as a pilot that can be translated into the context of Borneo and applied, thus, continuing a project in a new geographical territory.

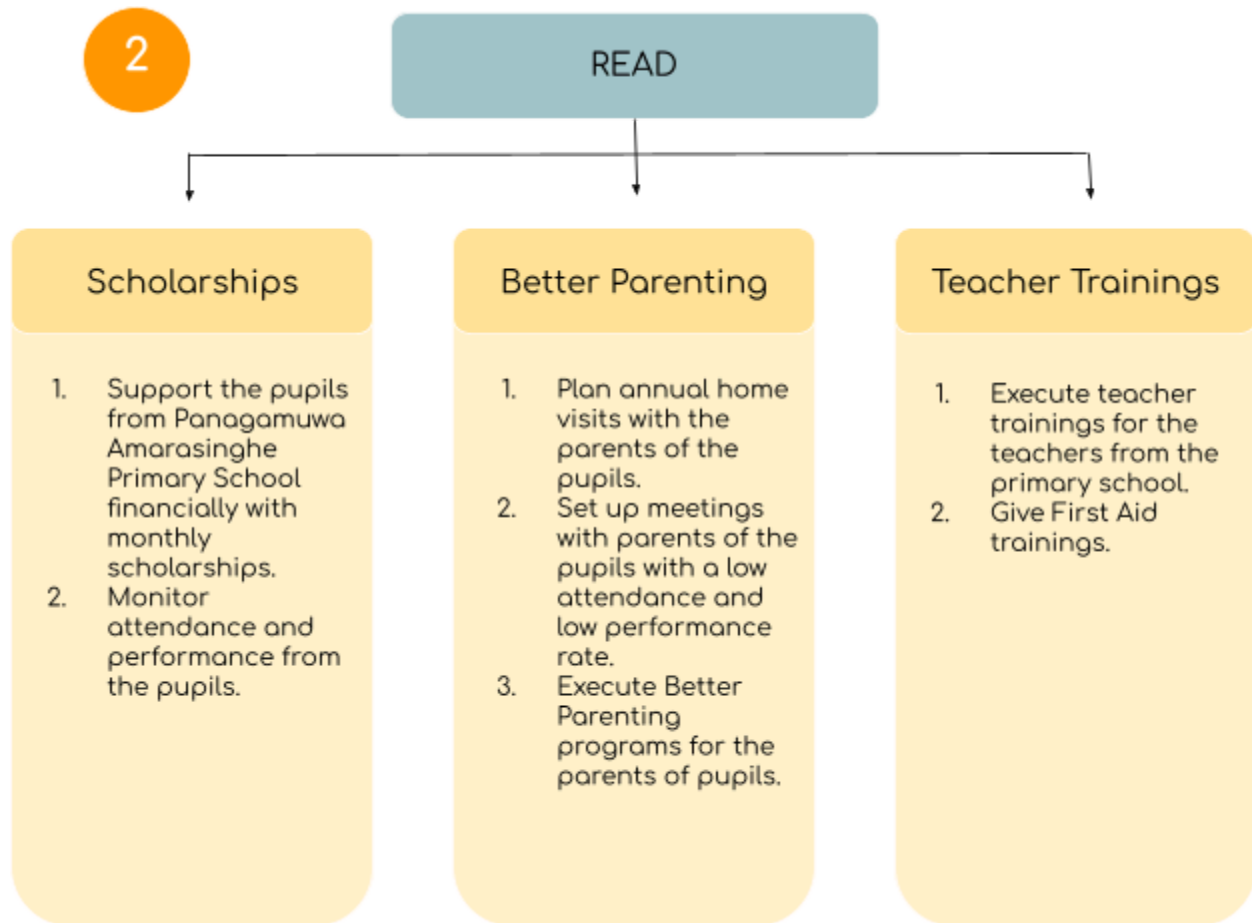
Project Strategies:

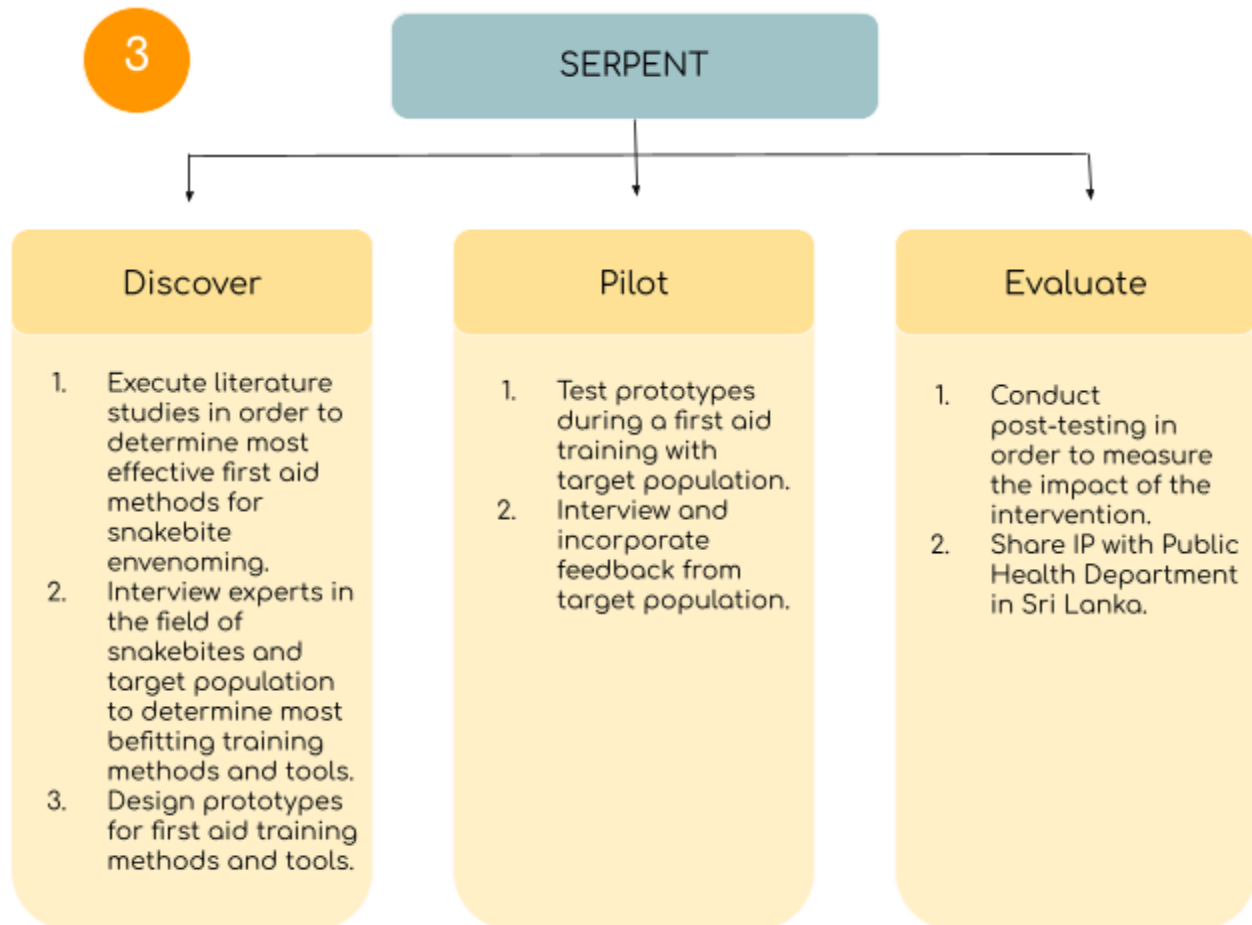
To achieve the mission of Little Leaders Foundation this chapter will state the blueprint that will guide the organisation's projects to achieve feasible and measurable objectives set for the course of the next four years. The sub-goals for these projects are;

- The infrastructure of the project is set up for the long-term.
- The projects are (a) self-managed by the local communities or (b) in collaboration with the local communities.

- Financial management is run internally in order to safeguard the integrity of the projects.
- Advisory boards are established per project in order to evaluate the progress of the project. Each advisory board should include: the Little Leaders Board of Directors, Representative of Beneficiaries, and a local Project Manager. The advisory boards should meet a minimum once a year.

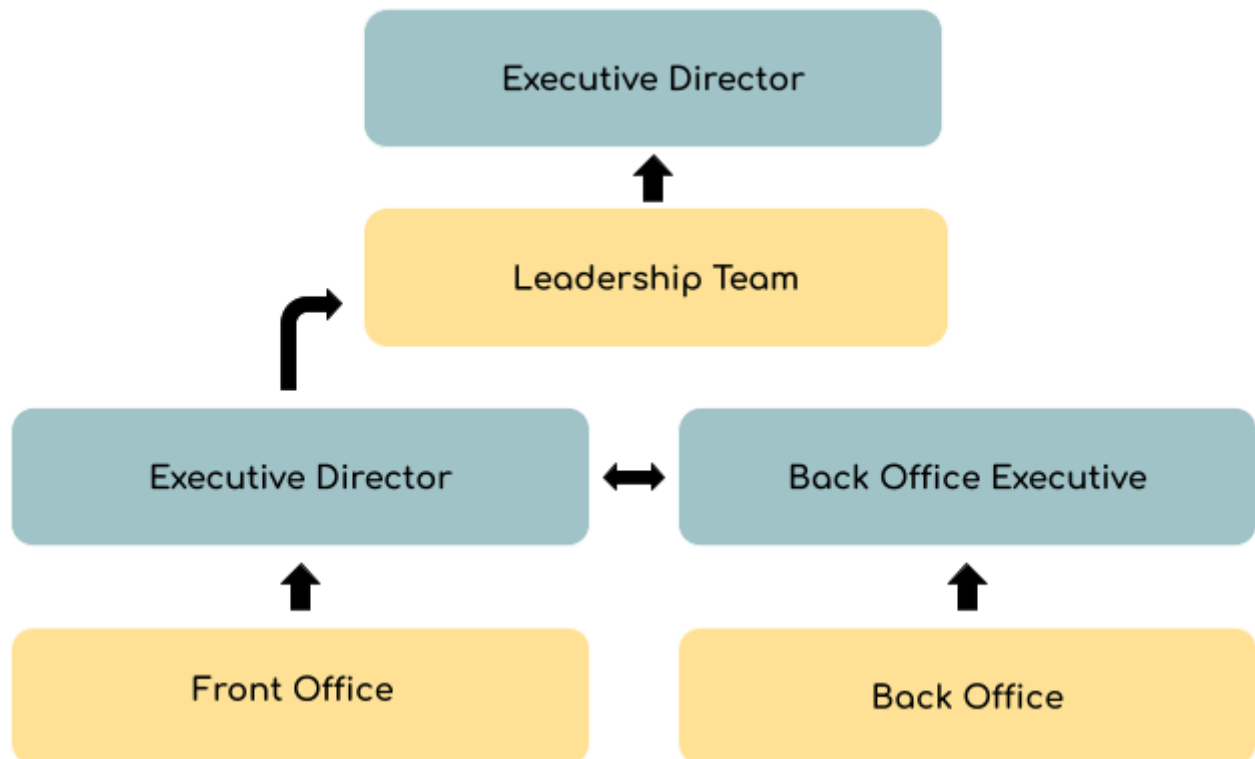






Our Board

From the year 2024 onwards, Little Leaders Foundation governance will change significantly. The organisation will be managed by an internal Leadership team that is led by the Executive Director. The Leadership team exists out of all Heads of Departments. These department heads are charged with the responsibilities of monitoring their team's activities and reporting back to the Leadership team. The Executive Director will have to coordinate meetings with the Board of Directors to discuss the strategic development of the organisation. The Executive Director is also required to report concerns, complaints or feedback to the Board of Directors and Supervisory Board.



The Board of Directors

Kintan van Leeuwen

Title: Treasurer

Role in the organisation:

- Executive Director
- Executive Lead Front Office
- Leadership Team



Elisah Sauerbier

Title: Secretary

Role in the organisation:

- Back Office Executive
- Executive lead back office
- Leadership Team



Ashwini Karunathilaka

Title: Chairman

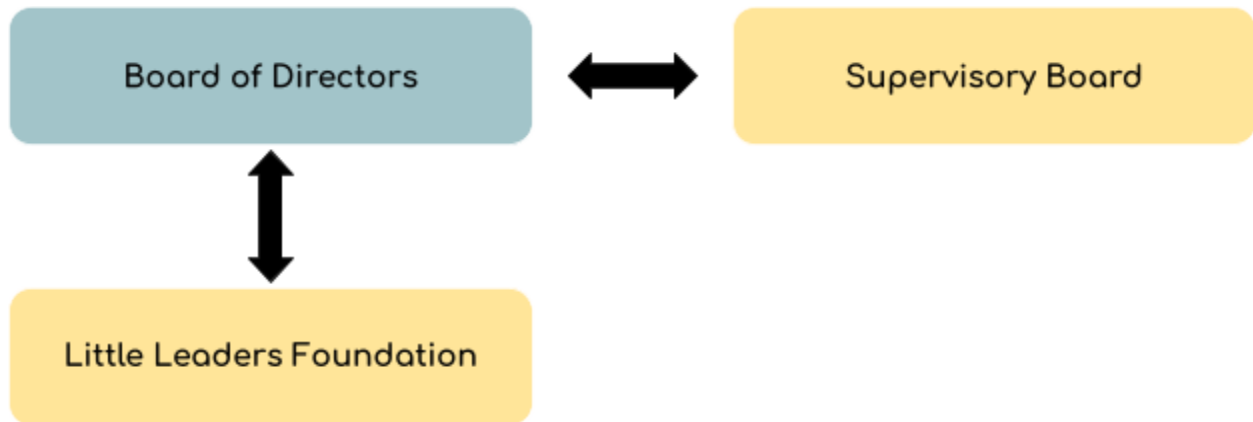
Role in the organisation:

- Project Manager
- Leadership Team



Supervisory Board

Besides the Board of Directors, a Supervisory Board will be established to advise the Board of Directors. The Supervisory Board will not have any legal powers that can affect the organisation's policy, however, they will support the organisation on an advisory basis.



Method of appointment

The following statements are recorded in our notarial deed:

- The board of the foundation consists of a number of at least three board members to be determined by the board.
- The directors are appointed and suspended by the board. Vacancies must be filled within three months.
- The board elects a chairman, a secretary and a treasurer from among its members. The positions of secretary and treasurer can be filled by one person.
- The directors are appointed for an indefinite period.
- In the event of one or more vacancies on the board, the board retains its powers.
- Directors do not receive any remuneration for their work. They are entitled to reimbursement of the costs incurred by them in the performance of their position.

Tasks and authority

The following statements are recorded in our notarial deed:

- The board is charged with managing the foundation.
- The board is not authorised to decide to enter into agreements for the acquisition, alienation and encumbrance of registered property, provided that the decision is taken by unanimous vote of all board members in office.

● The board is not authorised to decide to enter into agreements, whereby the foundation commits itself as surety or joint and several co-debtors, makes a case for a third party or undertakes to pore directors, as well as to third parties, to represent the foundation within the limits of that power of attorney.

Rules

The following statements are recorded in our notarial deed:

- The board is authorised to establish regulations in which those subjects are regulated that in the opinion of the board require (further) regulation.
- The regulations may not conflict with the law or these articles of association.
- The board is authorised to amend or terminate the regulations.
- The provisions of article 12 paragraph 1 apply to the adoption, amendment and termination of the regulations providing security for a debt of another, provided the resolution is taken unanimously by all directors in office.

Acts in violation of paragraphs 2 and 3 can be appealed against third parties.

Representation

The following statements are recorded in our notarial deed:

- The board represents the foundation.
- The power of representation also belongs to two directors acting jointly.
- The board can grant power of attorney to one or more directors, as well as to third parties, to represent the foundation within the limits of that power of attorney

Supervisory Board

The Supervisory Board will be chaired and organised by former Board Member Roelof Jonkers (2018-2023). Roelof Jonkers came up with the idea to establish a Supervisory Board as he wanted to continue his support to the organisation but from a more advisory-based position. Roelof will be charged with recruiting the members for the Supervisory Board. The Supervisory Board will consist of a minimum of three members who have experience with similar functions or non-profit work.

Fiscal Management

At Little Leaders Foundation transparency is a core value that is reflected in our fiscal management. Fiscal management is very important to us because our primary income is from external parties that donate to our organisation. Therefore we take the responsibilities that come along with the trust of our sponsors very seriously.

Purpose

The purpose of this policy is to hold ourselves accountable for the responsibility that we have to spend on the monetary donations that we receive from our sponsors accordingly. Moreover, as a public benefit organisation, we are mandated by the Dutch Tax Authorities to comply with their regulations and laws. These will be stated and explained down below.

Financial Statements

Every year we publish a financial statement according to Dutch regulations and financial laws. This is mandated by the Dutch Tax Authorities of whom we were granted the Public Benefit Organization credentials in 2020. To maintain this status we ensure to publish a financial statement every calendar year, at the latest on 1 July.

90% Requirement

We are required by the Dutch Tax Authorities to spend 90% of our yearly income towards the organisation's mission, to make education more accessible to children worldwide. We devote more than 90% of our income towards our projects that directly contribute to our goals. Besides direct expenditures, we also have costs that indirectly contribute to our mission. For example, website costs are paid for by the organisation as it functions as a digital business card for Little Leaders Foundation. The organisation also covers expenses made by volunteers that are incurred by their performances for Little Leaders Foundation. These financial overviews are uploaded yearly in our financial statements.

Four-eyes principle

From the year 2024 onwards fiscal management will change significantly. The first change is the leadership that is in charge of the organisation's finances. We choose to start working with a four-eyes principle. A four-eye principle is a controlling mechanism that will be used to facilitate improved transparency, accountability and authority over the organisation's finances. We have chosen to implement this four-eyes principle because the sums of donations that we have received over the years have increased significantly, and therefore the responsibility to manage the finances has too. The Executive Director as well as the Fundraising Manager will be in charge together of consistently tracking financial overviews and collaboratively transferring funds. The Executive Director will create financial overviews and present these to the Leadership team, Fundraising team and the Board of Directors. The Fundraising Manager will analyse these financial overviews to ensure their validity and use its data to develop fundraising strategies. All amounts that are transferred from the organisation's bank account above €1,- need to be co-signed by both the Executive Director and Fundraising Manager.

Fiscal policies

The fiscal policies that will remain unchanged are the following statements that have been recorded in our notarial deed:

- This foundation is a non-profit organisation.
- The foundation's financial year is the same as the calendar year.
- The board is obliged to keep records of the financial position of the foundation and everything concerning the activities of the foundation, following requirements arising from these activities, in such a way and to keep the pertaining books, documents and other data carriers in such a way, that the rights and obligations of the foundation can be known from this at all times.
- The board is obliged annually within six months after the end of the financial year to prepare, draw up and establish the balance sheet and the statement of

income and expenditure of the foundation. It is authorised to extend this term once for a period of four months.

- The balance sheet and the statement of income and expenditure are examined by an accountant appointed by a director or another independent expert.
- This expert reports on his investigation to the board and gives the results of his investigation.
- The board is obliged to keep the books, records and other data carriers referred to in the previous paragraphs for seven years.
- The data on a data carrier, except the balance sheet and statement of income and expenditure on paper, can be transferred and stored on another data carrier, provided that the transfer takes place with a correct and complete representation of the data and these data are available during the entire retention period. and can be made legible within a reasonable time.
- After discontinuation of the foundation the remaining money will be donated to a different foundation with similar ANBI purposes.

Gift Acceptance Policy

A new fiscal policy that we're including in the 2024-2028 policy plan is the Gift Acceptance Policy. As a non-profit organisation, we rely heavily on donations from external parties. Our goal for the next couple of years is to apply for more grants from both public funds as well as private corporations. However, we have decided against accepting monetary funds from external parties that do not align with our core values.

We will not accept monetary funds from parties that;

- Are not of unspoken behaviour;
- That do not support universal human rights;
- That are directly or indirectly harming children's well-being and infringes on universal children's rights;
- That does not comply with the Sustainable Development Goals.

Conflict of Interest Policy

The Conflict of Interest Policy serves as a guiding framework to identify, disclose, manage and mitigate situations where personal, financial, or other interests may conflict with the best interests of the organisation.

Purpose

The purpose of this policy is to establish guidelines and procedures to help manage conflicts of interest that may arise within the Little Leaders Foundation. This policy aims to ensure all individuals associated with the organisation act in its best interests and uphold the highest standards of integrity and transparency.

Scope

This policy applies to all individuals associated with the organisation, including board members, volunteers, beneficiaries and other stakeholders.

Definitions

- a. Conflict of Interest: A situation in which an individual's personal, financial, professional, or other interests could potentially influence or appear to influence their judgement or actions regarding the affairs of Little Leaders Foundation.
- b. Conflicted Party: Any individual who has a direct or indirect interest, financial or otherwise that could be expected to affect their judgement or actions in the organisation's matters.

Identification of Conflicts of Interest

- a. All individuals associated with the organisation have a responsibility to disclose to the best of their knowledge all potential conflicts of interest as they become aware of them and always before any actions involving potential conflicts are taken.

Disclosure Procedures

- a. Upon identifying a potential conflict of interest, an interested party must promptly disclose the nature and extent of the conflict to the Leadership Team.
- b. Disclosure should include relevant details such as the nature of the conflict, the parties involved, and any measures taken to mitigate the conflict.

Review and Evaluation

- a. The Leadership Team will review all disclosed conflicts of interest to determine their significance and potential impact on the organisation.
- b. The discussions surrounding the conflict can be discussed among members of the leadership team, where the information from the conflicted party will be mentioned. However, the conflicted party will not be present during the discussions or be involved in the decision-making process.
- c. An assessment will be made to decide whether the conflict in question requires further action or if it can be managed or mitigated appropriately.
- d. Any member of the leadership team cannot partake in discussions or decisions involving their own, or associated parties' compensations.

Management and Mitigation

Strategies to manage conflicts may include:

- a. The conflicted party may be required to recuse themselves from relevant discussions, decision-making processes or activities where the conflict exists.
- b. If the conflicted party remains involved in discussions due to the nature of their role, their conflict will be transparently disclosed to the relevant parties and steps will be taken to ensure an unbiased decision-making process.

- c. The conflicted party may talk to the confidential counsellor (Jessica Rosenbach) and arrange for a meeting between the leadership team. This meeting will be mediated by the counsellor. This is only applicable to conflicts of interest where both parties are within the immediate members of the organisation.

Documentation and Record Keeping

Little Leaders Foundation will maintain accurate and detailed records of all disclosed conflicts of interest, actions taken and decisions made regarding the management and mitigation of conflicts.

Corrective Action

Failure to disclose a conflict of interest or comply with this policy may result in disciplinary action, including but not limited to reprimand, suspension, or termination, depending on the severity of the violation.

Confidentiality

The organisation will handle all disclosed information with the utmost confidentiality, except when necessary for investigation purposes.

Policy Review

This Conflict of Interest Policy will be reviewed periodically to ensure its effectiveness and compliance with applicable laws and regulations.

Whistleblower Policy

Little Leaders Foundation mandates that board members, volunteers, beneficiaries, and other stakeholders adhere to high ethical standards, both in business and personal conduct while performing their duties. As representatives of the organisation, it is crucial to uphold honesty, integrity, and compliance with all relevant laws and regulations.

Purpose

The purpose of this Whistleblower Policy is to encourage and enable individuals, associated with Little Leaders Foundation, to report concerns about any suspected improper activities confidentially and securely. It covers reports related to financial misconduct, fraud, corruption, conflicts of interest, unethical behaviour, violations of laws or regulations, or any actions that may harm the organisation's reputation or mission. This policy aims to ensure a transparent and accountable environment where concerns can be reported and addressed without the fear of retaliation.

Scope

This policy applies to all individuals associated with the organisation, including board members, volunteers, beneficiaries and other stakeholders.

Reporting Procedure

Little Leaders Foundation operates with an open-door policy and encourages employees to share their queries, concerns, suggestions, or complaints with their supervisors.

- a. Any individual who becomes aware of suspected misconduct or violations should report their concerns promptly to Jessica Rosenbach, confidential counsellor of LLF who will assume the role of the compliance officer in such instances.
- b. Reports can be made orally or in writing, providing sufficient detail to the nature of the concern. Anonymous reporting is permitted; however, providing contact information can aid in facilitating the investigation process.

- c. If reports are made verbally, the compliance officer will need to make notes to keep a record of the conversation along with the signature of the whistleblower at the end of the document.
- d. Contact information for reporting concerns:
 - Name: Jessica Rosenbach (Confidential Counselor)
 - Email: jessica@littleleadersfoundation.org
- e. If a concern involves the compliance officer, Jessica Rosenbach will appoint a member of the supervisory board to carry out the investigation. Additionally, the appointed member of the supervisory board will choose a member of the leadership team to be involved in the investigation. Both appointed individuals must be free of any conflicts of interest related to the matter. This process ensures a fair and impartial investigation and maintains the integrity of the process.

Confidentiality and Non-Retaliation

- a. Little Leaders Foundation prohibits retaliation against any individual—be it a board member, officer, employee, or volunteer—who reports an ethics violation or suspected legal infringement under this policy. An employee engaging in retaliation against a good-faith reporter of a violation may face disciplinary action, including termination of their roles at the organisation.
- b. All reports will be treated with the utmost confidentiality, to the extent reasonably possible and allowed by Dutch law. Little Leaders Foundation is committed to protecting the identity of whistleblowers.

Investigation Process

- a. Upon receiving a report, the compliance officer will conduct a preliminary assessment to evaluate the nature, severity, and credibility of the issue.
- b. The compliance officer must inform the board of directors immediately upon receiving the report. Afterwards, the compliance officer will appoint the relevant board members hence creating a committee to conduct a fair and impartial investigation alongside her. Investigations will be conducted discreetly, therefore not sharing the incident with organisation members who are not involved with both the investigation and the incident.

- c. The designated committee is permitted to collect and analyse evidence related to the reported concern.
- d. The designated committee is allowed to conduct interviews with witnesses, relevant employees, or individuals in the reported incident.
- e. Once investigations are completed, the designated committee will prepare a detailed report summarising the findings and submit it to the board of directors and if necessary the supervisory board.

All reports will be handled with utmost sensitivity and confidentiality. It is also necessary to communicate the investigation's outcomes to the whistleblower, providing feedback on the reported concern and actions taken.

Corrective Action

If an investigation substantiates a violation of policies, or regulations put forth by Little Leaders Foundation, appropriate corrective action will be taken. This will include disciplinary actions and further measures to prevent recurrence.

Compliance

All individuals associated with Little Leaders Foundation are expected to comply and acknowledge the understanding of this policy.

Policy Review

This Whistleblower Policy will be reviewed periodically to ensure its effectiveness and compliance with applicable laws and regulations.

Records Retention and Destruction

At Little Leaders Foundation, effective management of records is essential to ensure compliance with legal obligations, protect sensitive information, and maintain operational efficiency.

Purpose

The purpose of this policy is to establish guidelines and procedures for the retention, storage and destruction of documents and records maintained by Little Leaders Foundation. By implementing this policy, the organisation aims to optimise record-keeping practices, safeguard sensitive information, and ensure compliance with Dutch laws and regulations governing records management and disposal.

Scope

This policy applies to all documents, records, electronic files, and other information maintained by the organisation or its employees, volunteers, and other stakeholders.

Retention Periods

- a. Financial Records: Retain for a minimum of 7 years as required by Dutch laws and financial regulations.
- b. General Company Records: Retain for a minimum of 7 years as required by Dutch laws.
- c. Legal and Contracts: Retain for a minimum of 2 years after termination or expiration of the contract, as per Dutch legal requirements.
- d. Personnel Records: Retain for only the duration of the purpose for which the organisation has acquired the information.

Storage and Access

Documents and records must be stored securely in a designated location, whether physical or electronic, with restricted access to authorised personnel only.

Document Destruction

- a. Documents that have reached the end of their retention period or are no longer required for legal or operational purposes, should be systematically destroyed.
- b. Destruction methods should ensure complete and irreversible removal, whether through shredding, electronic wiping or other secure means.
- c. Non-compliance with this policy may result in disciplinary action in accordance with organisational policies and procedures.

Policy Review

The Records Retention and Destruction Policy will be regularly reviewed and updated to align with the changes in law, regulations or organisational needs.

Guiding Volunteer Principles

Introduction

Guiding Volunteer Principles are essential for creating a positive and effective volunteer program. These principles help set expectations, foster a positive environment, and ensure that both volunteers and the organisation benefit from the collaboration. Here are Little Leaders' guiding principles for volunteers:

Guiding Volunteer Principles

1. Clear Mission and Goals:

Volunteers should understand and align with the organisation's mission and goals. Communicate the purpose of the volunteer program and how it contributes to the overall mission.

2. Respect and Inclusivity:

Treat all volunteers with respect and dignity, regardless of their background, skills, or experience. Foster an inclusive environment that values diversity.

3. Open Communication:

Establish clear lines of communication between volunteers, partners, and other stakeholders. Encourage volunteers to share their ideas, concerns, and feedback openly.

4. Training and Orientation:

Provide comprehensive training and orientation to ensure that volunteers have the necessary skills and knowledge to perform their roles effectively.

5. Appreciation and Recognition:

Acknowledge and appreciate the contributions of volunteers regularly. Recognition can take various forms, including verbal praise, certificates, or events to celebrate their achievements.

6. Flexibility:

Recognize and accommodate the diverse skills, availability, and preferences of volunteers. Be flexible in task assignments and scheduling when possible.

7. Transparency:

Be transparent about the organisation's operations, decision-making processes, and how volunteers' efforts contribute to the larger picture.

8. Safety and Well-being:

Prioritise the safety and well-being of volunteers. Provide a safe working environment, clearly communicate safety protocols, and address any concerns promptly.

9. Feedback and Evaluation:

Establish a feedback loop for volunteers to express their thoughts and ideas. Conduct regular evaluations to assess the effectiveness of the volunteer program and identify areas for improvement.

10. Empowerment:

Empower volunteers by giving them meaningful tasks and responsibilities. Provide opportunities for skill development and leadership roles within the organisation.

11. Teamwork and Collaboration:

Encourage a spirit of teamwork and collaboration among volunteers and between volunteers and staff. Emphasise the importance of working together to achieve common goals.

12. Ethical Behaviour:

Uphold ethical standards and ensure that volunteers understand and adhere to the organisation's code of conduct. This includes maintaining confidentiality and respecting the privacy of others.

13. Continuous Learning:

Foster a culture of continuous learning and improvement. Encourage volunteers to seek new skills, stay updated on relevant information, and share their knowledge with others.

Code of Conduct

Introduction

The purpose of this Code of Conduct is to establish and maintain a positive and inclusive environment within Little Leaders Foundation. This Code outlines the expected standards of behaviour for all individuals associated with the organisation, including but not limited to volunteers, board members, and partners.

Core values

Little Leaders Foundation is committed to upholding the following core values:

1. Integrity: We act honestly and ethically in all our interactions.
2. Respect: We treat all individuals with dignity and courtesy, valuing diverse perspectives and experiences.
3. Accountability: We take responsibility for our actions and decisions.
4. Transparency: We communicate openly and honestly, fostering trust among stakeholders.
5. Collaboration: We promote teamwork and cooperation to achieve our mission.
6. Inclusivity: We embrace diversity and create an inclusive environment where everyone feels welcome.

Expected Behaviour

1. Integrity:
 - Act with honesty and transparency in all interactions.
 - Avoid conflicts of interest and disclose any potential conflicts promptly.
 - Safeguard and use resources responsibly.
2. Respect:
 - Treat all individuals with courtesy, empathy, and consideration.

- Embrace diversity and inclusion, respecting differences in opinions, backgrounds, and experiences.
 - Don't participate in discriminatory or harassing behaviour of any kind.
3. **Accountability:**
- Fulfil roles and responsibilities with diligence and commitment.
 - Take responsibility for mistakes and learn from them.
 - Adhere to Little Leaders Foundation's policies and procedures.
4. **Transparency:**
- Communicate openly and honestly with fellow members, stakeholders, and the public.
 - Share information relevant to Little Leaders Foundation's mission and activities.
5. **Collaboration:**
- Foster a collaborative and supportive working environment.
 - Encourage teamwork and information sharing among members.
6. **Inclusivity:**
- Embrace diversity in all its forms.
 - Ensure that all individuals, regardless of background, feel included and valued.
 - Proactively work to eliminate discrimination and bias.

Dress code

Our organisation is dedicated to promoting and safeguarding the rights of children, and we believe that our appearance should reflect the professionalism and commitment with which we approach our mission. The following dress code is applicable for all meetings and events organised or endorsed by Little Leaders Foundation:

Professional Attire for Special Events:

On occasions such as formal presentations, conferences, or high-profile events, business professional attire is recommended.

- Men: Business suits, shirts, ties, and dress shoes.
- Women: Business suits, dresses, blouses with dress slacks or skirts, and closed-toe shoes. The minimal length of dresses and skirts is till the middle of the upper leg.

No Casual Wear:

- Avoid wearing flip-flops, or athletic wear during meetings and events.

Modesty and Sensibility:

- Clothing should be modest, respectful, and not distract from the professional environment.
- Avoid clothing with offensive language, symbols, or graphics.

Comfortable Footwear:

- Wear closed-toe shoes that are comfortable for the duration of the event.

Personal Expression:

- While we encourage personal expression, please be mindful that the focus of the event is on advocating for children's rights. Ensure that your attire is appropriate for the occasion.

Cultural Sensitivity:

- Respect diverse cultural norms and practices related to dress. Choose attire that is inclusive and sensitive to the backgrounds of our team members and attendees.

Branded Apparel:

- Feel free to wear clothing items that feature the Little Leaders Foundation logo or advocate for children's rights. This helps promote our cause and creates a sense of unity.

By adhering to this dress code, we aim to present a unified and professional image that reflects our commitment to the cause of children's rights. Your cooperation is appreciated as we work together to create positive change for children around the world.

Reporting Violations

If any member of Little Leaders Foundation becomes aware of a potential violation of the Code of Conduct, members are encouraged to report it promptly to Anastasia Pinkse, HR Manager. Otherwise to Elisah Sauerbier, Back-Office Executive or Jessica Rosenbach, Confidential Counsellor.

Consequences of Violations

Violations of this Code may result in disciplinary actions, including but not limited to verbal or written warnings, suspension, or termination of volunteer service, depending on the severity and frequency of the violation.

Acknowledgement

By joining Little Leaders Foundation or participating in its activities, individuals acknowledge that they have read, understood, and agreed to abide by this Code of Conduct.

Little Leaders Foundation reserves the right to update or modify this Code of Conduct as needed. Changes will be communicated to all members.

Volunteer Recruitment Policy

The most essential resource of any charity is its people. Charity trustees have a responsibility to manage resources responsibly. This includes ensuring that volunteers are clear about their roles and the roles of others. The purpose of this recruitment policy is to provide a framework for a fair and consistent process that will result in a positive and productive experience for all concerned.

Policy statement

Volunteers play a particularly important role in the work of Little Leaders Foundation. We therefore recognize that we must attract volunteers to our organisation to help us achieve our charitable purpose and associated goals.

We provide appropriate support and supervision to allow volunteers to realise their full potential in their role with Little Leaders Foundation. We appreciate and value the significant contributions that volunteers make to the aims and objectives of Little Leaders Foundation. We are committed to compliance with all relevant legislative obligations relating to the environment in which our volunteers carry out their roles.

Eligibility

Generally, Little Leaders Foundation will consider involving anyone who wishes to volunteer with us, as long as they stand by our core values and don't execute or promote other work that is against our core values. However, prospective volunteers must demonstrate a commitment to the aims of Little Leaders Foundation and their availability as volunteers must align with the needs of Little Leaders Foundation.

We provide a volunteer recruitment process, which is free from any discrimination.

For some volunteer roles, specific selection criteria may apply to determine the suitability of a volunteer candidate for a particular role. In addition, selection criteria may become relevant where there are more applicants for a particular

volunteer role than positions available. Selection criteria are based on the relevant skills, qualifications and experience of the volunteer candidates.

Recruitment and Selection

Depending on the role to be filled, our recruitment and selection process may include the following stages:

- Preparing a Volunteer Role Description;
- Preparing and placing a volunteer recruitment advertisement;
- Agreeing selection criteria;
- Meeting volunteer candidates, collectively or individually, to discuss the nature and expectations for the volunteer role;
- Shortlisting applicants against agreed selection criteria;
- Notifying interview candidates and unsuccessful applicants;
- Interviewing of candidate volunteers by a suitably briefed interview panel;
- Assessing candidates against agreed selection criteria;
- Offering a volunteer role to the successful candidate(s);
- Notifying unsuccessful candidates;
- Verifying relevant educational qualifications of successful candidate(s);
- Checking employment or other references with referees nominated by a successful volunteer candidate;
- Issuing volunteer agreements for the volunteer's signature;
- Providing interview feedback to unsuccessful candidates who request it.

Confidentiality and Data Protection

Little Leaders Foundation respects the right to privacy and confidentiality of our volunteers and prospective volunteers.

Reference Checks

Reference checks and any verification of educational qualifications, which involves contact with third parties will only take place once Little Leaders Foundation forms a clear view that it would like to recruit a candidate volunteer. Little Leaders Foundation will always request the permission of the candidate volunteer in advance of checking references or qualifications. Reference checks for every candidate volunteer are carried out in the same way. It is the policy of Little Leaders Foundation to seek references, preferably from separate sources e.g. academic, employment, volunteering etc.

Training and Development

Before a volunteer commences their role, they will be invited to an induction. As part of their induction, the volunteer will be provided with a detailed Volunteer Role Description. The Volunteer Role Description specifies the responsibilities and tasks involved in the volunteer's role, Little Leaders Foundation's expectation as to how these responsibilities and tasks will be carried out and any other relevant information applicable to the role. The volunteer will have an opportunity to voice any queries they may have about their role. In addition, the volunteer will be provided with information about:

- The vision, mission and organisational structure of Little Leaders Foundation;
- How their role fits within the broader purpose of Little Leaders Foundation;
- The support available to volunteers in Little Leaders Foundation including key contacts, information about the volunteer's supervisor/line manager and communication channels within Little Leaders Foundation;
- The type of commitment expected of volunteers;
- Little Leaders Foundation's Code of Conduct for Volunteers;

- All other relevant policies and procedures of Little Leaders Foundation;

An appropriate level of training is offered to all volunteers to enable them to fulfil their roles as effectively as possible.

Trial Period

A trial period of 2 months will be set with respect to volunteer roles to ensure both the volunteer and Little Leaders Foundation are satisfied with the volunteering arrangement.

Support and Supervision

Volunteers have access to support and supervision during their trial period and throughout their volunteering period. Difficulties that arise will be dealt with in a fair, open and efficient way and in line with Little Leaders Foundation's grievance and disciplinary procedures. All volunteers are allocated a designated supervisor/point of contact whom they should contact if they have any questions about their role or if any difficulties arise in the course of carrying out their role.

Expenses

Volunteers may be reimbursed for expenses incurred, in line with the Little Leaders Foundation's policies and procedures and by prior arrangement only with the Executive Director. This includes travel costs or buying supplies on behalf of the organisation. In exceptional cases, volunteers may also be compensated for the work performed, based on a previously agreed price, preferably the minimum wage.

Volunteer Acceptance Roles and Responsibilities Policy

Volunteers are viewed as a valuable resource to Little Leaders Foundation. Volunteers shall be extended the right to be given meaningful assignments, the right to be treated as equal co-workers, the right to effective supervision, the right to full involvement and participation, and the right to recognition for work done. In return, volunteers shall agree to actively perform their duties to the best of their abilities and to remain loyal to the goals and procedures of the agency.

Volunteer Confidentiality Policy

Respecting the privacy of our donors, partners, volunteers, stakeholders and of Little Leaders Foundation itself is a basic value of Little Leaders Foundation. Personal and financial information is confidential and should not be disclosed or discussed with anyone without permission or authorization from Kintan van Leeuwen, Executive Director. Care shall also be taken to ensure that unauthorised individuals do not overhear any discussion of confidential information and that documents containing confidential information are not left in the open or inadvertently shared.

Volunteers of Little Leaders Foundation may be exposed to information which is confidential and/or privileged and proprietary in nature. It is the policy of Little Leaders Foundation that such information must be kept confidential both during and after volunteer service. Volunteers are expected to return materials containing privileged or confidential information at the time of separation from employment or expiration of service.

Failure to maintain confidentiality may result in termination of your volunteer service or other corrective action. This policy is intended to protect you as well as the Little Leaders Foundation.

Workplace Violence and Harassment Prevention Policy

Little Leaders Foundation is committed to a healthy, harassment-free and violence-free environment for all our volunteers. Little Leaders Foundation has developed a company-wide policy intended to:

- prevent and respond to workplace harassment and violence of any type, and
- effectively address any incident that might occur

Policy statement

1. This policy applies to all volunteers and to non-employees who bully, violate or harass others on our organisation's time or property.
2. Little Leaders Foundation will not tolerate violence or harassment of any kind. A confirmed complaint of violence or harassment will result in disciplinary action, up to and including termination.
3. This policy will be distributed to all current volunteers and posted on the website. The policy will also be distributed to new volunteers during orientation.
4. Little Leaders Foundation will promptly investigate complaints of bullying, violence, harassment, or retaliation. Such investigations will be fair and impartial. All employees of Little Leaders Foundation are required to cooperate with investigations of workplace bullying, violence, harassment, or retaliation. The research will be conducted by HR, the Confidential Counsellor and the Back-Office Executive.

Recognizing Violence and Harassment

It is impossible to list every type of behaviour that can be considered bullying, violence or harassment in violation of this policy. In general, any conduct that could interfere with an individual's work performance or create a hostile work environment is forbidden. This is the case even if the offending volunteer did not mean to be offensive – volunteers must be sensitive to the feelings of others. Even mild offensive conduct can be considered bullying or harassment if someone has made it clear that it is unwelcome. Some examples include:

- **Verbal:** Jokes, insults, and innuendoes; threats; degrading sexual remarks; whistling; cat calls; comments on a person's body or sex life; or pressures for sexual favours; participating in derogatory or insulting gossip.
- **Non-Verbal:** Intimidating or confrontational body language; gestures, staring, touching, or patting; blocking a person's movement; standing too close; brushing against a person's body; display of sexually suggestive or degrading pictures; racist or other derogatory cartoons or drawings; non-consensual physical behaviour.

Volunteer Responsibilities

Volunteers who experience, witness or suspect bullying, violence or harassing behaviour are encouraged to report the behaviour to one of the contact persons named below. Volunteers who feel comfortable directly intervening in situations where they perceive bullying, violence or harassment are encouraged to do so. Advocating for someone with respect is essential to ensure effective communication, maintain positive interactions, and foster understanding among all parties involved.

Who to approach about conflict?

Elisah Sauerbier - Back-Office Executive

Anastasia Pinkse - HR Manager

Jessica Rosenbach - Confidential Counsellor

Supervisor Responsibilities

Supervisors and managers who receive a complaint of bullying or harassment, who observe such behaviour, or suspect that such behaviour is occurring must investigate the behaviour and address it as necessary, or report such suspected harassment to human resources.

In addition to being subject to discipline if they engage in harassing conduct, supervisors and managers are subject to discipline for failing to report suspected

harassment or otherwise knowingly allowing harassment to continue, or for engaging in retaliation or failing to report retaliatory acts.

Complaint and Investigation of Violence and Harassment

Little Leaders Foundation takes all reports of violence or harassment seriously. Little Leaders Foundation will promptly and thoroughly investigate any complaint, information, or knowledge of violence or harassment. The investigation will be as confidential as possible. All persons involved, including complainants, witnesses, and alleged perpetrators may be required to cooperate in an investigation, will receive fair and impartial treatment, and will not be subject to retaliation for information disclosed to Little Leaders Foundation.

Little Leaders Foundation will take any interim actions necessary to protect complainants from further acts of bullying, harassment, or retaliation during the investigation. Little Leaders Foundation may review documents, interview employees, or take whatever investigatory steps it deems necessary to determine whether harassment occurred.

Little Leaders Foundation will notify the complainant of the outcome of the investigation, although Little Leaders Foundation may decline to reveal specific disciplinary actions taken where there are confidentiality issues with such disclosures.

Definitions

1. **Harassment:** Harassment can include, but is not limited to any of the following acts or attempts of acts:
 - Spreading rumours or gossip about an individual or group
 - Cyberbullying (threatening, spreading rumours or talking negatively about an individual online)
 - Threats made over the phone, by email, or through other mediums to a volunteer, including from a (ex)partner or family member
 - Making offensive jokes or remarks
 - Playing unwanted practical jokes

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- Socially excluding or isolating someone
 - Stalking or inappropriately following a person
 - Tampering with someone's work equipment or personal belongings
 - Vandalizing or hiding personal belongings or work equipment
 - Impeding a person's work in any deliberate way
 - Persistently criticizing, undermining, belittling, demeaning or ridiculing a person
 - Intruding on a person's privacy
 - Public ridicule or discipline
 - Unwelcome physical contact
 - Sexual innuendo or insinuation
 - Unwanted and inappropriate invitations or requests, including of a sexual nature
 - Displaying offensive posters, cartoons, images or other visuals
 - Making aggressive, threatening or rude gestures
 - Misusing authority, including:
 - constantly changing work guidelines
 - restricting information
 - setting impossible deadlines that lead to failure, and/or
 - blocking applications for leave, training or promotion in an arbitrary manner
 - Engaging in any of the actions, conduct and comments outlined above against a person because of that person's:
 - race
 - national or ethnic origin
 - colour
 - religion
 - age
 - sex
 - sexual orientation
 - gender identity or expression
 - marital status
 - family status
 - genetic characteristics

- disability

2. **Violence:** Violence can include but is not limited to the following acts or attempted acts:

- verbal threats or intimidation
- verbal abuse, including swearing or shouting offensively at a person
- contact of a sexual nature
- kicking, punching, scratching, biting, squeezing, pinching, battering, hitting or wounding a person in any way
- attack with any type of weapon
- spitting at a person

Social Media Policy

Creating a social media policy for volunteers of a nonprofit organisation is important to ensure consistency, professionalism, and the protection of the organisation's reputation.

Little Leaders Foundation recognizes the importance of social media in today's interconnected world. As a volunteer for our organisation, you play a crucial role in representing our values and mission. This social media policy is designed to guide your online activities to maintain a positive and consistent image for Little Leaders Foundation.

Guidelines

1. Alignment with Little Leaders Foundation's Values:

- Volunteers are expected to align their social media activities with the values, mission, and goals of Little Leaders Foundation.
- Avoid engaging in activities that may harm the reputation of the organisation or compromise its integrity.

2. Professionalism:

- Maintain a professional tone and language in all social media interactions related to Little Leaders Foundation.
- Do not disclose confidential information about the organisation, its beneficiaries, or other volunteers.

3. Personal Capacity:

- Clearly state that your views are your own and not necessarily reflective of the Little Leaders Foundation, especially when expressing opinions and views that are not aligned with the organisational values.
- Use a disclaimer to make it clear that you are a volunteer and not an official spokesperson for the organisation.

4. Respect and Tolerance:

- Be respectful and tolerant of diverse opinions and perspectives.

- Refrain from engaging in unnecessarily online conflicts or arguments that may reflect negatively on Little Leaders Foundation.
5. **Accuracy:**
- Ensure that information shared about Little Leaders Foundation is accurate and up-to-date.
 - Fact-check before posting statistics, news, or any information related to the organisation.
6. **Conflicts of Interest:**
- Disclose any potential conflicts of interest that may arise between your personal activities and your role as a volunteer for Little Leaders Foundation.
7. **Photos and Videos:**
- Obtain permission before posting photos or videos that include other volunteers, partners, beneficiaries, or any identifiable information related to Little Leaders Foundation.

Consequences of Violation

Violations of this social media policy may result in disciplinary actions, including but not limited to verbal warnings, termination of volunteer status, or legal action, depending on the severity of the breach.

Review and Updates:

This policy is subject to periodic review and may be updated as needed. Volunteers will be notified of any changes, and it is their responsibility to familiarise themselves with the most recent version of the policy.

Volunteer Dismissal Policy

Volunteers are an essential part of Little Leaders Foundation's work. Our goal is to retain a satisfied volunteer base that finds gratification and reward in helping Little Leaders Foundation meet its mission in the most effective manner possible. However, there are occasions when Little Leaders Foundation's volunteer program is simply not a good fit for a volunteer. Just as a volunteer is free to leave at any time, for any reason, Little Leaders Foundation reserves the same right to end our volunteer relationship with a volunteer, with or without notice, for any reason not prohibited by law.

Statement

Based on our commitment to providing the highest quality service to our stakeholders, partners, sponsors and other volunteers, Little Leaders Foundation reserves the right to terminate a volunteer's involvement within our programs.

Dismissal of a volunteer will occur only as a last resort, and will generally take place following progressive disciplinary actions where possible. Immediate dismissal of a volunteer may occur in serious cases and is within the discretion of the Volunteer Department.

Grounds for volunteer dismissal may include, but are not limited to the following:

- illegal, violent or unsafe acts while executing volunteer work
- failure to abide by agency policies and procedures
- gross misconduct
- theft of property or misuse of Agency funds
- equipment or materials
- being under the influence of illegal drugs or alcohol while performing Volunteer duties
- failing to perform volunteer duties as agreed regularly
- breach of confidentiality
- willfully not following proper lines of communication and authority
- intentionally spreading misinformation

- behaviour or communication that intentionally disrupts daily operations
- being verbally aggressive or disrespectful to other volunteers

Little Leaders Foundation will investigate and document all performance concerns and incidents which may serve as grounds for dismissal. Volunteers may be offered the opportunity to meet with the Volunteer Department to provide the volunteer's account of the incident or perspective on the situation.

Where appropriate, verbal and/or written warnings may be issued to the volunteer, and documented.

Dismissal of a volunteer will take place after consultation between the HR Department, the Back-Office Executive and/or the Executive Director. All parties of the Volunteer Department up to the Executive Director may dismiss a Volunteer.

As timing allows, after dismissing a volunteer, all Little Leaders Foundation's volunteers will be made aware of the dismissal.

Voluntary Termination of Volunteering

Any volunteer may voluntarily resign at any time and for any reason. Exit interviews may be available upon request. We will also consider that you have resigned if you do not return from an approved leave of absence (the account was marked "Holiday" mode), 90 Days of Inactivity, or three or more consecutive, unexplained absences.

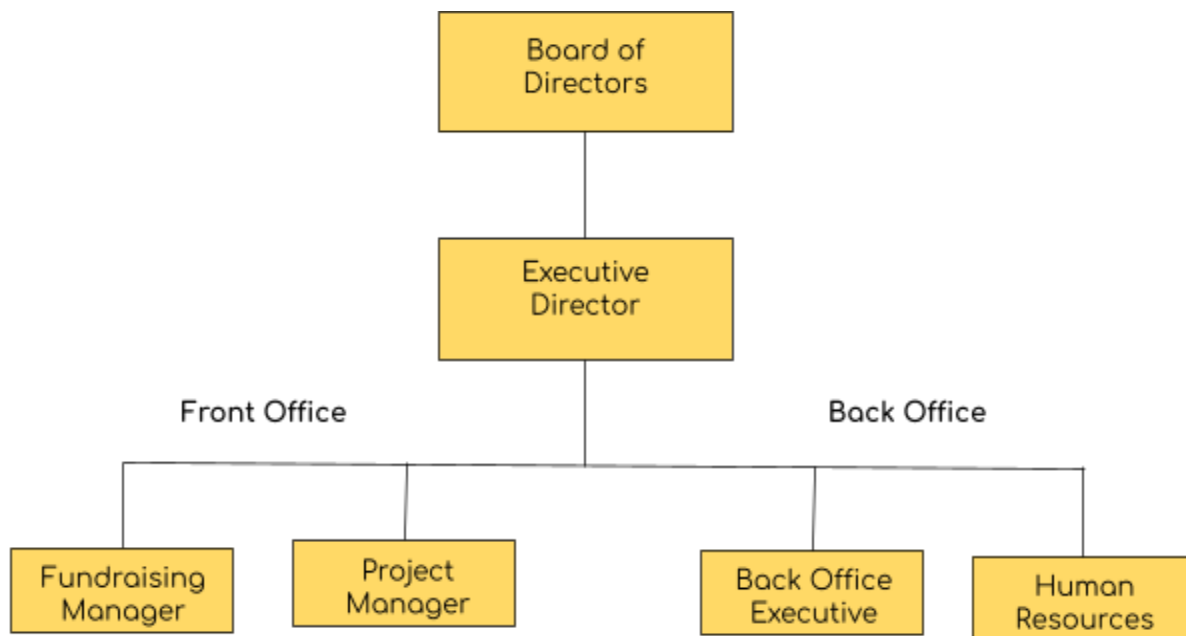
Leadership Team Policy

The Leadership team policy of a nonprofit organisation outlines the roles, responsibilities, and expectations for the key leadership roles within the organisation. This policy is essential for ensuring clarity, accountability, and effective collaboration among the Leadership team.

Purpose and Scope

The purpose of this policy is to define the roles and responsibilities of the Leadership team members within Little Leaders Foundation. This policy applies to all individuals holding Leadership positions within the organisation.

Leadership Team Structure



Leadership positions

Front Office		Back Office	
Executive Director	Kintan van	Back Office	Elisah Sauerbier

	Leeuwen	Executive	
Project Manager	Ashwini Karunathilaka	Human Resources Manager (HR)	Anastasia Pinkse
Fundraiser Manager	Rosalie van den Berg		

Roles and Responsibilities

Front Office

1. Executive Director:

- Strategic Planning:
 - Develop and implement a strategic plan in collaboration with the board of directors.
 - Set goals and objectives aligned with the organisation's mission and vision.
- Leadership and Management:
 - Provide strong leadership to the organisation and its volunteers.
 - Recruit, hire, and manage staff, ensuring that they are aligned with the organisation's values and goals.
 - Foster a positive and inclusive organisational culture.
 - Manage the Leadership team.
- Fundraising and Development:
 - Oversee fundraising efforts, including grant writing, donor cultivation, and fundraising events.
 - Develop and maintain relationships with donors, sponsors, and other key stakeholders.
- Fiscal Management:
 - Create and monitor financial overviews.
 - Execute and monitor bank transfers.
 - Contact person Triodos bank.
 - Develop and manage the organisation's budget in collaboration with the Fiscal Team and Board of Directors.

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- Ensure financial sustainability through effective resource management.
 - Allocate and manage project resources efficiently, including budget, staff, and volunteers.
 - Ensure that resources are utilised effectively to achieve project goals.
 - Board Relations:
 - Work closely with the Board of Directors, providing regular updates and collaborating on strategic decisions.
 - Support board committees and facilitate effective communication between the board and staff.
 - Community Relations and Advocacy:
 - Represent the organisation in the community and build strong relationships with other nonprofits, government agencies, and community leaders.
 - Advocate for the organisation's mission and goals.
 - Project Oversight:
 - Oversee the planning, implementation, and evaluation of projects and services.
 - Ensure that projects align with the organisation's mission and are meeting intended outcomes.
 - Compliance and Governance:
 - Ensure the organisation complies with all relevant laws and regulations.
 - Work with the board to review and update organisational policies and procedures.
 - Communication:
 - Serve as the primary spokesperson for the organisation.
 - Develop and implement a communication strategy to raise awareness of the organisation's work.
 - Evaluation and Impact Assessment:
 - Implement mechanisms to assess the impact of the organisation's programs and initiatives.
 - Use data and feedback to continuously improve organisational effectiveness.

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- Risk Management:
 - Identify potential risks to the organisation and develop strategies to mitigate them.
 - Professional Development:
 - Stay informed about developments in the nonprofit sector, fundraising, and relevant fields.
 - Seek professional development opportunities to enhance leadership skills.
 - Technology and Systems:
 - Oversee the implementation and maintenance of technology systems that support the organisation's operations.
 - Ensure data security and privacy compliance.
 - Project Planning:
 - Define project goals, objectives, and scope in alignment with the organisation's mission.
 - Develop a comprehensive project plan outlining tasks, timelines, and resource requirements.
 - Identify potential risks and develop risk mitigation strategies.
 - Develop strategies for the long-term sustainability of project outcomes, ensuring that the impact continues beyond the project's completion.
 - Stakeholder Management:
 - Identify and engage key stakeholders, including internal staff, volunteers, donors, and external partners.
 - Communicate project progress and updates to stakeholders regularly.
 - Address stakeholder concerns and feedback.
2. Project Manager:
- Project Planning:
 - Define project goals, objectives, and scope in alignment with the organisation's mission.
 - Develop a comprehensive project plan outlining tasks, timelines, and resource requirements.
 - Identify potential risks and develop risk mitigation strategies.
 - Team Leadership:

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- Assemble and lead a project team, ensuring that team members are assigned tasks based on their skills and expertise.
 - Foster a collaborative and positive team environment.
 - Motivate and inspire team members to achieve project objectives.
 - Stakeholder Management:
 - Identify and engage key stakeholders, including internal staff, volunteers, donors, and external partners.
 - Communicate project progress and updates to stakeholders regularly.
 - Address stakeholder concerns and feedback.
 - Resource Management:
 - Allocate and manage project resources efficiently, including budget, staff, and volunteers.
 - Ensure that resources are utilised effectively to achieve project goals.
 - Monitoring and Evaluation:
 - Conduct regular evaluations to assess the impact and effectiveness of the project.
 - Budgeting and Financial Management:
 - Develop and manage project budgets, ensuring that expenditures are within approved limits.
 - Track expenses and report financial status to relevant stakeholders.
 - Communication:
 - Facilitate effective communication within the project team and with external stakeholders.
 - Provide regular updates to leadership and other relevant parties.
 - Address and resolve communication challenges as they arise.
 - Problem Solving:
 - Identify and address project-related challenges promptly.
 - Develop creative solutions to overcome obstacles and keep the project on track.

- Compliance and Reporting:
 - Ensure that the project complies with relevant laws, regulations, and organisational policies.
 - Prepare and submit regular reports to funders, board members, and other stakeholders.
 - Capacity Building:
 - Identify opportunities for capacity building within the team and the organisation.
 - Provide training and support to team members to enhance their skills and knowledge.
 - Community Engagement:
 - Engage with the community served by the nonprofit to understand their needs and incorporate their feedback into project planning and execution.
 - Documentation:
 - Maintain accurate and up-to-date project documentation, including project plans, reports, and other relevant materials.
 - Sustainability Planning:
 - Develop strategies for the long-term sustainability of project outcomes, ensuring that the impact continues beyond the project's completion.
- 3. Fundraiser Manager:**
- Develop Fundraising Strategies:
 - Create and implement comprehensive fundraising strategies aligned with the organisation's goals and mission.
 - Conduct research to identify potential funding sources, including grants, corporate sponsorships, individual donors, and fundraising events.
 - Grant Writing and Management:
 - Identify and research grant opportunities from various foundations, government agencies, and other funding sources.
 - Prepare and submit compelling grant proposals and applications.
 - Manage relationships with grantors and ensure compliance with grant requirements.

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- Corporate and Community Partnerships:
 - Identify potential corporate partners and sponsors.
 - Develop and maintain relationships with corporate and community stakeholders.
 - Create mutually beneficial partnerships and sponsorship opportunities.
 - Event Planning and Execution:
 - Organise and coordinate fundraising events, such as galas, charity auctions, and awareness campaigns.
 - Manage logistics, budgeting, and promotion for events.
 - Evaluate the success of events and make recommendations for improvement.
 - Digital Fundraising and Marketing:
 - Utilise online platforms and social media for fundraising campaigns.
 - Develop and implement online donation strategies.
 - Monitor and analyse the effectiveness of digital fundraising efforts.
 - Budgeting and Reporting:
 - Develop and manage the fundraising budget.
 - Provide regular reports on fundraising activities, including financial results and donor trends.
 - Assess and adjust strategies based on performance metrics.
 - Collaboration with Other Departments:
 - Work closely with program managers to understand funding needs and program goals.
 - Collaborate with marketing and communication teams to ensure a consistent message to donors and supporters.
 - Compliance and Ethics:
 - Stay informed about fundraising regulations and ethical practices.
 - Ensure the organisation's fundraising activities comply with legal requirements and industry standards.
 - Professional Development:

- Stay informed about current trends and best practices in nonprofit fundraising.
- Attend conferences, workshops, and training sessions to enhance skills and knowledge.

Back Office

1. Back Office Executive:

- Administrative Support:
 - Data Entry: Input and manage data related to donors, volunteers, and other organisational information.
 - Correspondence: Handle routine emails, letters, and other communications.
 - Filing and Documentation: Organise and maintain physical and digital records.
- Human Resources:
 - Record Keeping: Maintain employee records, including contracts, time sheets, and other HR documents.
 - Onboarding and Offboarding: Assist in the onboarding process for new hires and handle administrative tasks related to employee departures.
 - Employee Orientation and Training: Facilitate the orientation process for new employees, ensuring they understand the organisation's mission, values, and policies.
 - Coordinate training programs to help new hires acclimate to their roles and the organisation.
- Technology and Information Management:
 - Database Management: Maintain and update the organisation's databases.
 - IT Support: Coordinate with IT support for software and hardware issues.
 - Web Developments: Maintaining, updating and developing the organisation's website.
- Compliance and Reporting:
 - Regulatory Compliance: Ensure the organisation complies with relevant laws and regulations.

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- Grant Reporting: Assist in preparing reports for grantors and funding agencies.
 - Event Coordination:
 - Logistics: Help plan and coordinate events, meetings, and conferences.
 - General Office Management:
 - Supplies and Inventory: Manage office supplies and maintain an inventory.
 - Facilities Management: Coordinate with building management for office maintenance.
 - Communication Support:
 - Social Media Assistance: Provide support in managing social media accounts and posting updates.
 - Newsletter and Communication: Assist in preparing newsletters and other communications.
 - Board Meeting Support:
 - Meeting Preparation: Assist in preparing materials for board meetings.
 - Minutes: Record and distribute minutes of board meetings.
 - Individual Donor Cultivation:
 - Develop and implement strategies to cultivate and steward individual donors.
 - Create and maintain a donor database, tracking interactions and contributions.
 - Plan and execute donor appreciation events and communication.
 - Volunteer Management:
 - Database Maintenance: Keep track of volunteer information and schedules.
 - Recognition Programs: Implement programs to recognize and appreciate volunteers.
 - Performance Management: Performance Management
 - Develop and implement performance appraisal processes.
 - Guide volunteers with goal setting, performance feedback, and professional development.:

2. Human Resources Manager:

- Recruitment and staffing
 - Develop and implement recruitment strategies to attract qualified individuals who align with the organisation's mission.
 - Conduct job analysis to determine the skills and qualifications required for various positions.
 - Manage the hiring process, including advertising, interviewing, and selecting candidates.
- Employee Onboarding and Orientation
 - Facilitate the orientation process for new employees, ensuring they understand the organisation's mission, values, and policies.
 - Coordinate training programs to help new hires acclimate to their roles and the organisation.
- Employee Relations
 - Address employee concerns and conflicts, fostering a positive and inclusive work environment.
 - Implement policies and procedures to ensure fair treatment of employees.
- Performance Management
 - Develop and implement performance appraisal processes.
 - Guide volunteers with goal setting, performance feedback, and professional development.
- Policy Development and Compliance:
 - Develop and update HR policies and procedures that comply with relevant employment laws and regulations.
 - Ensure the organisation's compliance with labour laws and other regulations.
- Employee Engagement and Retention:
 - Implement strategies to enhance employee engagement and job satisfaction.
 - Identify and address factors that may contribute to turnover.
- Training and Development
 - Identify training needs within the organisation.

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- Coordinate or facilitate training programs to enhance the skills and knowledge of employees.
 - Workforce Planning
 - Collaborate with organisational leaders to forecast staffing needs.
 - Develop strategies to address skill gaps and succession planning.
 - Diversity, Equity, and Inclusion (DEI):
 - Implement and support initiatives that promote diversity, equity, and inclusion within the organisation.
 - Monitor and report on progress toward DEI goals.
 - Record Keeping and HR Administration:
 - Maintain accurate and confidential employee records.
 - Legal Compliance:
 - Stay informed about changes in employment laws and regulations.
 - Ensure that the organisation complies with all relevant legal requirements.
 - Safety and Wellness Programs:
 - Develop and implement safety programs to ensure a healthy work environment.
 - Promote employee wellness initiatives.

Decision-Making Authority

Types of decisions that require collective approval are decisions that affect the organisation in its entirety.

For larger decisions, this is the step-by-step plan:

1. **Identification of the Decision:** The process begins with the identification of a decision that needs to be made. This could be prompted by a specific issue, opportunity, or strategic goal.
2. **Information Gathering:** Relevant information is gathered to ensure that the decision is well-informed. This may involve data analysis, market research, internal reports, or input from various stakeholders.
3. **Defining Objectives and Criteria:** The leadership team establishes clear objectives for the decision and defines the criteria that will be used to evaluate potential options. This helps in setting specific goals.
4. **Brainstorming and Generating Options:** The team engages in a collaborative process to generate potential solutions or options. This often involves brainstorming sessions where diverse perspectives are considered.
5. **Evaluation of Options:** The leadership team assesses the pros and cons of each option against the defined criteria. This may involve a thorough analysis of the potential impact, risks, and benefits associated with each alternative.
6. **Decision-Making:** The team collectively decides on the preferred option based on the evaluation. This may involve discussion, debate, and sometimes voting. The most votes count.
7. **Communication of Decision:** Once a decision is made, it is communicated to relevant stakeholders, both within and outside the organisation. Clear communication is crucial to ensure that everyone understands the rationale behind the decision.
8. **Implementation Planning:** The leadership team develops a plan for implementing the decision. This may include assigning responsibilities, setting timelines, and allocating resources.

9. **Monitoring and Feedback:** The team monitors the implementation of the decision and gathers feedback on its effectiveness. This feedback loop allows for adjustments and improvements as needed.
10. **Reflection and Learning:** After the decision has been implemented, the leadership team reflects on the outcomes and the decision-making process itself. This reflection helps in continuous improvement and learning for future decisions.

Decisions regarding the projects READ and LTN can be made between:

- Executive Director
- Project Manager

Decisions regarding volunteers (dismissal) can be made between:

- Executive Director
- Back-Office Executive
- HR

Decisions regarding finances or fundraising can be made between:

- Executive Director
- Fundraising Manager
- Project Manager

Communication Protocols

Communication channels and frequency of communication

The leadership team uses the Whatsapp work group as a quick communication channel. Further contact will be at meetings through Google Meets, which will be scheduled twice a month.

Absence at meetings

If a member of the leadership team cannot attend a meeting, the Back-Office Executive must be notified at least 24 hours in advance. It is not mandatory to provide the reason for absence, but it is more beneficial so that the team can take this situation into account. Attendance will also be recorded for each

meeting. If a noticeable pattern of absence arises, this will be discussed between the person in question and the Back-Office Executive.

Set rules during meetings

- No vaping, smoking or drinking alcohol during any meetings.
- The use of profanity is only permissible if the language does not derive from negative connotations and offensive language typically used against a marginalised group.

Transparency and confidentiality

During the leadership meetings, matters that concern the leadership team will be discussed. If something cannot wait, this can be communicated earlier via the WhatsApp working group or otherwise privately with the Executive Director.

Topics that are strictly discussed within the leadership team:

- During other meetings, we do not talk about the progress or performance of other volunteers in front of volunteers. Any concerns can be discussed during leadership meetings. Except for positive remarks about someone's performance. If we're making announcements about someone or something, ask for approval to share this news with the bigger volunteer group.
- If a volunteer shares something personal, we need to ask them first if it's okay to share it with others in the leadership team.
- Other topics that are notified as confidential should remain between the leadership team.

Time of contact

Contacting the leadership team about work is not restricted to certain times, because of the time difference and different schedules. However, we will only respond when it's suitable and when we feel comfortable, which is our responsibility. The announcements in the announcements chat and fundraising chat should be kept to working hours.

When volunteers approach a member of the leadership team, or if a question is asked from one of the members of the leadership team to another member of the

leadership team, we should take up to a maximum of 48 hours to reply. Except when someone is on a notified holiday leave.

Disciplinary actions

When a member of the leadership team violates the rules, the following disciplinary actions can be taken when necessary:

Investigation:

- The Compliance Officer will be in charge of conducting a thorough and impartial investigation to gather all relevant facts and evidence.
- Confidentiality will be ensured during the investigation to protect the privacy of all parties involved.

Documentation:

- The findings of the investigation will be documented in a clear and detailed report.
- Specific instances of rule violations, any relevant communications, and witness statements will be included.

Review by Leadership/Board:

- Present the findings to the organisation's leadership or board for review and decision-making.
- Allow the accused leader an opportunity to present their side of the story.

Verbal Warning:

- For minor or first-time offences, a verbal warning may be issued.
- Clearly communicate the specific rule violations and expectations going forward.

Written Warning:

- If the violation persists or if the offence is more serious, issue a written warning.
- Document the warning in the individual's personnel file, outlining the consequences of further violations.

Probation:

- Place the individual on probation, during which their performance and conduct are closely monitored.
- Clearly outline the conditions for successfully completing the probationary period.

Training or Counseling:

- Provide training or counselling to address specific issues identified during the investigation.
- Focus on professional development and corrective actions.

Suspension:

- In more serious cases, a temporary suspension may be warranted.
- Clearly define the terms and conditions of the suspension, including the duration.

Demotion:

- If the violation is severe and repeated, consider demotion from a leadership position.
- Clearly communicate the reasons for the demotion and the expectations going forward.

Termination:

- In cases of egregious or repeated violations, termination may be necessary.
- Ensure compliance with employment laws and the organisation's termination procedures.

Legal Action:

- If the violation involves illegal activities, the organisation may need to involve law enforcement and legal authorities.

It's crucial for nonprofit organisations to have a well-defined code of conduct and disciplinary policy in place, and to consistently apply these policies to ensure fairness and maintain the organisation's integrity. Additionally, legal counsel should be consulted to ensure that any actions taken comply with relevant employment laws and regulations.



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