

Policy Plan

Stichting The War Childhood Museum

Adopted: 1 December 2025, The Hague

Introduction

This policy plan outlines the Stichting War Childhood Museum's (Foundation's) objectives, governance, financial management, and relationship with other organizations. It was adopted by the Board of Directors. The Foundation does not aim to make a profit, and all resources are used to pursue its statutory objectives.

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1. Objectives

The objective of Stichting The War Childhood Museum, as stated in its Articles of Association, is to:

- Promote research and dissemination of knowledge concerning the experience of childhood affected by war and conflicts;
- Document the experience of childhood affected by war and conflicts;
- Advocate for better conditions for children living in wartime or in post-conflict zones and refugee camps;
- Promote peace, tolerance, and reconciliation; and
- Undertake everything directly or indirectly related or conducive to the above, in the broadest sense.

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The Foundation aims to achieve its objectives by:

- Organizing meetings, workshops, training programs, and exhibitions;
- Collecting and exhibiting objects and testimonies;
- Publishing books, audio and video recordings, and other media;
- Supporting talented individuals and groups through scholarships and mentoring;
- Cooperating with national and international organizations with similar objectives.

The Foundation will actively monitor the implementation of its objectives using its comprehensive evaluation framework for all programs to measure progress and impact.

2. Main activities and target groups 2026–2030

Between 2026 and 2030, Stichting The War Childhood Museum will focus on expanding access to WCM's exhibitions, educational resources, research, and expertise in the Netherlands and internationally. Its activities will combine public engagement, education, professional development, international cooperation, and research, with a particular focus on young people, educators, cultural and academic institutions, and professionals working in related fields. At the same time, the Stichting will continue to fulfil its founding mandate by supporting the work of the War Childhood Museum internationally, including in particular WCM's hubs in Sarajevo and Kyiv.

Main activities planned for the 2026–2030 period and their respective target groups:

- Organization of exhibitions and public programs in the Netherlands, across the EU, and internationally.

Main target groups: museum visitors, the general public, young people, local communities, cultural audiences, and partner institutions.

- Development of educational materials and learning resources based on WCM's collection, testimonies, and research.

Main target groups: teachers, educators, students, schools, and other education professionals.

- Piloting and implementation of educational programs in schools.

Main target groups: primary and secondary school students, teachers, school leadership, and educational institutions.

- Delivery of teacher trainings and professional development activities.

Main target groups: teachers, educators, school staff, and professionals working in history, citizenship, peace, human rights, and related fields.

- Participation in and coordination of international cooperation projects in education, research, culture, and innovation.

Main target groups: schools, universities, museums, research institutions, civil society organizations, and other international partners.

- Research, monitoring, evaluation, and validation of WCM's educational and other interventions.

Main target groups: researchers, universities, education professionals, funders, partner institutions, and practitioners interested in evidence-based approaches.

- Development of partnerships with schools, universities, museums, research institutions, public authorities, and civil society organizations.

Main target groups: institutional partners, policymakers, cultural and educational organizations, research bodies, and civil society actors.

- Organization of workshops, seminars, knowledge-exchange activities, and professional events.

Main target groups: educators, researchers, museum professionals, civil society practitioners, policymakers, and other professionals working on war childhood, memory, education, peacebuilding, and human rights.

3. Management

The Board consists of at least three members, appointed for an indefinite period in line with the Articles of Association, and rotates according to a schedule determined by the board (with a maximum of twelve consecutive years of service per member). The board appoints a chair, a secretary, and a treasurer (or secretary-treasurer).

It is desirable that the Board collectively possesses skills and expertise that allow it to pursue the Foundation's objectives effectively, including experience in nonprofit governance, fundraising, education, cultural management, and peacebuilding. Members are also expected to contribute their networks at the national and international level.

In addition to the Board of Directors, the Foundation is represented by its Managing Director.

Remuneration Policy: Members of the Board do not receive remuneration for their work. In accordance with the Foundation's statutes, they may only receive reimbursement for travel expenses related to attending meetings or representing the Foundation. Remuneration of the Foundation's management and employees is determined with the aim of being proportionate to their responsibilities, experience, and the nature of the organization's work, and aligned with the salary scales and employment conditions set out in the Dutch Museum CAO (Collective Labour Agreement for Museums).

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The Board will periodically evaluate its composition and seek to fill gaps—particularly in areas such as cultural diplomacy, philanthropy, finance, and education. The Board will also ensure diversity.

4. Friends and Supporters

The Foundation recognizes the importance of cultivating a strong base of friends, donors, and sympathizers to sustain its mission. This is evident through the strong Recommendation Committee (Aanbevelingscommissie).

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- Actively continue engaging members of the Recommendation Committee and expand the Committee when needed.
- Develop an effective communication and outreach strategy to attract new supporters, including younger audiences.
- Maintain and expand contact with educational institutions, cultural organizations, and research centers.
- Raise awareness of the possibility of tax-deductible contributions (ANBI status).
- Diversify income sources through partnering with other organizations working in the same field and conducting joint fundraising efforts.

5. Acquiring Income and Management of Assets

5.1 Method of Acquiring Income

The financial resources of the Foundation consist of:

- Gifts, donations, inheritances, and subsidies;
- Contributions from private individuals, foundations, cultural funds, and institutional donors;
- Revenues from activities organized by the Foundation, including exhibitions, workshops, educational programs, and public events;
- Income from publications, digital content, and other cultural or educational products;
- Incidental income from partnerships, sponsorships, and co-produced programs;
- Other revenues that support the foundation's objectives.

Plan – Method of Acquiring Income

To ensure a sustainable and diverse income structure, the Foundation will:

- Actively engage with cultural funds, philanthropic foundations, and institutional donors in the Netherlands and abroad;
- Develop fundraising campaigns targeted at individual donors;
- Pursue strategic partnerships with museums, educational institutions, and NGOs, enabling co-funding of programs and joint fundraising;
- Leverage its exhibitions, events, and publications to generate program-related income;
- Maintain transparency and accountability in all income-acquisition efforts to strengthen donor trust.

5.2 Management and Expenditure of Assets

The financial assets of the Foundation are managed by the Board, which carries collective responsibility for the financial continuity and integrity of the institution. The

Foundation does not aim to make a profit, and all assets are used to advance its statutory objectives.

Expenditures are primarily directed toward:

- Programmatic activities, including exhibitions, educational programs, training, research, and advocacy, through core staff members or activity direct costs;
- Communications, outreach, and audience development;
- Administrative and other operational expenses ensuring lean operations;
- Incidental support for special expenses and development of new initiatives.

Plan – Management and Expenditure of Assets

To ensure responsible and sustainable financial management, the foundation will:

- Establish a general reserve at a level that secures operational continuity and mitigates unforeseen risks;
- Apply careful cost control in all operational and programmatic activities;
- Ensure that board members receive no remuneration for their work, except reimbursement of travel costs or expenses related to representation of the foundation;
- Conduct periodic financial evaluations and align expenditures with the multi-year strategy and annual plans;
- Prepare financial reports and narrative reports to provide full transparency to stakeholders and donors.

6. Relationship with Other Organizations and Partners

In line with its objectives, Stichting The War Childhood Museum Netherlands is closely linked to the War Childhood Museum in Sarajevo (Bosnia and Herzegovina) and War Childhood Museum in Kyiv (Ukraine). This international ecosystem ensures alignment of vision and resources.

Close cooperation with these entities is the priority, through regular exchange with their management and staff, joint programming, and shared fundraising initiatives.

This does not preclude Stichting WCM NL from developing independent initiatives or from working with other museums, educational institutions, or organizations in the Netherlands or other countries. On the contrary, such initiatives—especially in The Hague and the Netherlands—are encouraged to strengthen the Foundation’s base.

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- Maintain strong ties with WCM Sarajevo and WCM Kyiv while building a sustainable Dutch network of supporters, donors, and institutional partners.
- Exchange resources and know-how with WCM Sarajevo and WCM Kyiv ensuring lean operations and efficiency.
- Engage with Dutch cultural institutions, municipalities, and funds to anchor the WCM’s presence in the Netherlands.
- Develop independent and joint programming in line with WCM’s mission, such as exhibitions, workshops, and educational projects.