

# Policy Plan (Beleidsplan)

Stichting Belcoda

## 1. Introduction & Mission

Stichting Belcoda is dedicated to bridging the "digital divide" for social change organizations (SCOs) and community leaders operating in developing nations. We believe that technology should be an equalizer, not a barrier.

Our mission is to empower local leaders in the Global South by providing them with specialized software tools that enhance their operational efficiency, data integrity, and ultimate social impact. By removing the technical and financial hurdles to high-quality software, we enable these organizations to focus their limited resources on their core mission: creating positive social change in their communities.

## 2. Public Benefit Activities

It is the responsibility of the Board to ensure that Stichting Belcoda's at least 90% of Stichting Belcoda's activities at any given time are public benefit activities, namely programme delivery activities in furtherance of our public benefit mission.

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<b>Software Development</b>	We design and build software tailored to the specific constraints of the Global South (e.g., low-bandwidth optimization, mobile-first interfaces).
<b>Pro-Bono Provisioning</b>	We deliver our software to social change organizations entirely free of charge, ensuring that financial status is never a barrier to impact.
<b>Capacity Building &amp; Training</b>	We provide hands-on support and technical training to ensure users can maximize the software's utility. This includes training on digital literacy and data management best practices.
<b>Technical Support</b>	We offer ongoing, personalized customer support to troubleshoot issues and iterate on software features based on user feedback.

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<b>Ecosystem Integration</b>	We leverage our network to connect our partners with potential funders and other social benefit networks, acting as a catalyst for their broader growth.
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<b>Knowledge Sharing</b>	We provide educational resources regarding digital transformation in the non-profit sector.
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The foundation anticipates minimal time spent on administrative fundraising (grant seeking), with the vast majority of resources remaining dedicated to these direct public benefit activities.

An indicative breakdown of our projected first-year expenditure includes:

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<b>Salaries</b>	<b>84.82%</b>
Executive Director, Software engineering, community management and support	
<b>Additional staff costs</b>	<b>3.22%</b>
Travel, training, productivity and collaboration software	
<b>Service delivery costs</b>	<b>5.77%</b>
Cloud hosting and compute, digital consumables (eg: API fees for messaging services and usage fees)	
<b>Consulting and professional service fees</b>	<b>2.78%</b>
Digital security consulting, translation and internationalization	
<b>Administration</b>	<b>3.48%</b>
Accounting and legal fees	

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A small portion (less than 10%) of the Executive Director's salaried time will be dedicated to administration and fundraising. This, as well as accounting and legal expenses, are administrative expenses. All other expenses are clear public benefit expenses directly required for delivery of our public benefit mission.

### 3. Target Group & Impact

## Structural Barriers

In the Global North, non-profits benefit from a mature ecosystem of B2B software. However, these tools often fail in the Global South due to:

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**Incompatibility:** Most software is built for high-speed internet and desktop browsers, ignoring the mobile-centric, intermittent-connectivity reality of our target regions.

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**Localization Gaps:** A lack of support for local languages, address formats, and specific political geographies.

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**Complexity & Cost:** Prohibitive licensing fees and overly complex interfaces designed for Western corporate environments.

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## Our Target Group

We serve small, locally-led organizations and community leaders who are currently forced to manage complex social programs using fragmented tools like personal WhatsApp accounts, paper records, or basic spreadsheets.

## Our Impact

By providing centralized, secure, and accessible digital infrastructure, we reduce the "administrative tax" on these organizations. This leads to better data retention, more efficient resource allocation, and a measurable increase in the effectiveness of local social intervention.

## 4. Funding & Expenditure Principles

Stichting Belcoda maintains a strict "Mission-First" financial policy.

### Income & expenditure

Income	Expenditure
Our work is funded through grants from philanthropic foundations and other non-profit granting organizations. We do not	Funds are primarily allocated to the personnel responsible for building, maintaining, and supporting the software

accept corporate funding that might compromise our independence or mission.	(engineers, product managers, and trainers).
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## Financial Control

### Executive Director

Authorized to approve expenditures up to €10,000.

### Board Approval Required

Any expenditure exceeding €10,000 requires explicit Board approval.

### Transparency & Oversight

A comprehensive financial report is presented by the Executive Director at every Board meeting.

# 5. Governance & Remuneration Principles

## Board of Directors

In accordance with the statutory requirements of an ANBI, the members of the Board of Stichting Belcoda receive **no remuneration** for their governance duties. Board members perform their roles on a strictly voluntary basis. They are, however, entitled to a reimbursement of reasonable, documented out-of-pocket expenses (such as travel) incurred in the performance of their board duties.

## Management & Staff

Stichting Belcoda employs an Executive Director to manage the foundation's daily operations, software development, and program delivery.

### Dual Role Clarification:

While the Executive Director may hold a seat on the statutory Board, they receive remuneration solely and exclusively for their executive and operational responsibilities. No part of their compensation is granted for their role as a board member.

### Salary Benchmarking:

To attract the global technical talent necessary for our mission, salaries for the Executive Director and all staff members are determined by the Board based on a market analysis of comparable roles within the international non-profit and technology sectors.

### Global Competency Pay Scale:

We utilize a "Global Competency" pay scale. This ethical hiring practice ensures that compensation is based on the value of the role and the expertise of the individual, rather than being adjusted downward based on a contractor's local cost of living.

## 6. Asset Management & Dissolution

### Management

Assets are managed solely for the furtherance of the foundation's public benefit goals. The Executive Director maintains a strict asset register.

### No Private Benefit

No individual, employee, or director may use the foundation's assets for personal gain.

### Dissolution Clause

In the event of the foundation's dissolution, any remaining assets will be transferred to a public benefit organization (ANBI or equivalent, such as a US 501(c)3) with a similar mission.

### Open Source Commitment

As Belcoda's software is primarily released under open-source licenses, the Board will make every effort to find a successor organization or community to maintain the codebases, ensuring the long-term sustainability of the tools for our beneficiaries.

## 7. Reserve & Asset Policy

Stichting Belcoda will not accumulate assets beyond what is reasonably necessary to ensure continuity of operations and planned activities. All accumulated reserves will be clearly marked in financial reports prepared by the Executive Director, and the purposes of any retained reserves will be clearly documented.

## 8. Online publication obligations

The Executive Director is responsible for ensuring that Stichting Belcoda remains compliant with all ANBI online publication requirements at all times