

Policy plan 2026–2030

Stichting Solvoz Foundation

Policy period: 2026–2030

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Registered name: Stichting Solvoz Foundation

Also known as: Solvoz Foundation

Registered office: The Hague, The Netherlands

Address: Biancaland 100, 2591 DB The Hague, The Netherlands

Chamber of Commerce number: 75501325

RSIN: 860304863

1. Introduction

Stichting Solvoz Foundation is a Netherlands-based non-profit foundation established to strengthen responsible, effective, efficient and inclusive procurement in international aid, development cooperation and the wider non-profit sector. The Foundation was originally established from the experience and knowledge of people working in and around the humanitarian sector. From the beginning, its purpose has been to improve the way knowledge, products, services and solutions are made visible and accessible to organisations working in aid and development. That purpose remains central, but the Foundation's role is now being renewed and broadened for the coming years.

Across humanitarian, development and non-profit sectors, organisations are under constant pressure to deliver more impact with limited resources. Procurement plays a central role in this. The way organisations buy determines not only what is delivered, but also how funding flows, which suppliers become visible, whether local and regional markets are strengthened, and how transparent and accountable aid and development spending can become.

Yet procurement knowledge, supplier visibility and procurement tools remain fragmented. Many organisations still work with separate spreadsheets, disconnected supplier lists, duplicated specifications and limited insight into local and regional market capacity. This creates inefficiency, limits transparency and makes it harder for procurement to contribute to localisation, sustainability and long-term system change.

The Solvoz Foundation exists to address this structural gap. It supports open-access procurement knowledge, shared procurement infrastructure and tools, fairer market access for suppliers, and mission-led programmes that help NGOs, donors and other non-profit actors use procurement as a lever for localisation, transparency, effectiveness and sustainable impact.

2. Mission and vision

Mission

The mission of the Solvoz Foundation is to strengthen responsible, effective, efficient and inclusive procurement in the humanitarian, development and broader non-profit sectors by making procurement knowledge, fair market access and shared procurement infrastructure and tools accessible under mission-aligned conditions.

Vision

The Foundation believes that procurement is one of the most underused levers for impact. It is often seen as a back-office process, while in practice it shapes markets, directs funding flows, determines who can participate in opportunities, and influences the value created from every euro spent.

The Foundation works towards a future in which:

- procurement knowledge is open and accessible;
- NGOs and non-profit organisations can access appropriate procurement knowledge, tools and shared infrastructure that match their mission and operating reality;
- donors and funders can support more transparent and effective use of funds;
- local and regional suppliers, SMEs and manufacturers can become visible without unnecessary registration barriers;
- procurement contributes to localisation, sustainability, transparency and better use of public and donor funding.

The Foundation serves public-benefit and non-profit purposes. Activities that primarily serve commercial actors for commercial purposes fall outside the Foundation's scope.

3. Statutory objective

The statutory objective of the Foundation is to promote freely accessible knowledge, sustainability, effectiveness and efficiency in the planning and spending of funds in international aid and development cooperation, and to perform all activities that are related or conducive to that objective.

The Foundation pursues this objective by supporting publicly accessible knowledge, tools, programmes and shared infrastructure that help actors in the international aid, development and non-profit sectors use funds more effectively, responsibly and transparently.

4. Target groups and beneficiaries

The Foundation's ultimate beneficiaries are the people and communities served by non-profit actors and programmes, including, but not limited to, humanitarian aid and development cooperation. These beneficiaries may be reached indirectly through better, more responsible and more effective procurement by the organisations that serve them.

The Foundation primarily focuses on the following target groups:

NGOs and non-profit organisations

NGOs, humanitarian organisations, development organisations and other mission-driven non-profit actors are a primary target group of the Foundation. They need access to reliable procurement knowledge, structured sourcing processes, comparable supplier information and appropriate tools and shared infrastructure that help them procure more effectively and transparently.

Donors, foundations and funders

Donors, foundations, public institutions and other funders are a primary target group where they support or finance programmes that improve procurement effectiveness, localisation, supplier access, transparency and the responsible use of funds. Their role can be essential in enabling shared infrastructure, knowledge development and collaborative public-benefit programmes.

Local and regional suppliers, SMEs and manufacturers

Local and regional suppliers, SMEs and manufacturers are market actors served by the Foundation. In Foundation-supported programmes, supplier participation is free unless a programme-specific arrangement, consistent with the Foundation's public-benefit purpose, requires otherwise.

This lowers barriers to visibility and helps create fairer, more accessible and more transparent markets for the non-profit sector.

Where aligned with the Foundation's mission, specific programmes may focus on women-led suppliers, local suppliers, regional manufacturers, social enterprises or other underrepresented market actors. Such programmes serve the broader objective of strengthening inclusive, responsible and locally anchored procurement.

5. Activities

The Foundation carries out and supports activities that contribute to its statutory objective and mission. These activities may include the following.

Open-access procurement knowledge

The Foundation supports the development, maintenance and sharing of open-access procurement knowledge for humanitarian, development and non-profit actors. This may include product and service specifications, category guidance, sourcing templates, practical decision support, procurement process guidance, supplier information frameworks, sustainability guidance and other knowledge resources.

The aim is to ensure that knowledge which improves the use of aid, development and non-profit funds is made accessible and does not need to be repeatedly recreated by individual organisations.

Shared procurement infrastructure and tools

The Foundation may develop, support, coordinate or facilitate access to procurement infrastructure and tools where these directly contribute to its statutory objective. This may include shared sourcing environments, supplier information systems, procurement knowledge platforms, open catalogues, digital sourcing tools and other mechanisms that improve transparency, efficiency, market access or collaboration.

The Foundation may act as programme owner or contract holder where such infrastructure forms part of a broader public-benefit programme. The choice of technology, tools, implementation partners or service providers is determined by the needs and objectives of the relevant programme and is not tied to any particular commercial provider.

Foundation-supported deployments

The Foundation may support and operate programmes that serve NGOs, donors, humanitarian actors, development organisations, non-profit institutions or other public-benefit objectives. Such programmes may include regional procurement initiatives, shared sourcing programmes, open-access catalogues, supplier inclusion programmes, localisation initiatives and donor- or grant-funded procurement programmes.

Examples of Foundation-supported programmes may include Mawared MENA, open-access procurement knowledge initiatives with hub-models in Syria (currently under development), localisation programmes, supplier inclusion initiatives and future regional or sector-wide public-benefit programmes.

Supplier and SME onboarding

In Foundation-supported programmes, supplier and SME participation should be organised in ways that minimise unnecessary barriers to participation. The Foundation may support supplier outreach, onboarding, information collection, verification support, training and guidance to help relevant suppliers become visible to non-profit buyers.

This activity is particularly important for local and regional suppliers, SMEs and manufacturers that may otherwise face barriers to participating in aid, development or non-profit procurement markets

Capacity building and operational support

The Foundation may provide or organise operational support to NGOs, donors, suppliers and other non-profit sector actors.

This may include onboarding, helpdesk support, supplier support, procurement process support, training, technical assistance, translation, localisation guidance and implementation support. Such support may be delivered by the Foundation's own team or through appropriately selected staff, consultants, experts, partner organisations or service providers. Where costs are charged or recovered, these arrangements must support the Foundation's public-benefit purpose and be proportionate to the relevant programme or activity.

Market assessments and localisation support

The Foundation may support market assessments, supplier mapping, category research and localisation-related activities that help NGOs, donors and other non-profit actors understand what is available locally, regionally or internationally.

These activities support better procurement planning, stronger local markets, more transparent sourcing and more effective use of funds.

Sector collaboration

The Foundation may collaborate with NGOs, donors, public institutions, foundations, experts, suppliers, knowledge institutions, non-profit organisations, service providers and other mission-aligned partners to advance better procurement practices, stronger humanitarian and development supply chains and shared knowledge in the sector.

Partnerships are selected according to their contribution to the Foundation's statutory objective and the public-benefit purpose of the relevant programme.

6. Foundation-supported deployments

humanitarian actors, development organisations, donors, funders or other non-profit or public-benefit objectives. Foundation-supported programmes may be funded by NGOs, donors, foundations, public institutions, grants, programme budgets, philanthropic contributions or other mission-aligned sources.

In such programmes:

- the Foundation may act as contract holder;
- the Foundation may act as programme owner where the deployment is part of a broader programme;
- NGOs and other eligible actors may participate through grant-funded, donor-funded, shared-cost or other programme-appropriate arrangements;
- donors and funders may finance programmes serving multiple organisations, regions, sectors or beneficiary groups;
- staffing, onboarding, support, translation, reporting, tools, external services and programme management may be included in programme budgets;
- supplier, SME and manufacturer participation should be organised so as to minimise unnecessary barriers;
- the programme must support the Foundation's statutory objective and public-benefit mission.

Activities or deployments whose primary purpose is to serve commercial actors for commercial purposes fall outside the Foundation's scope.

7. External service providers, technology and related-party arrangements

The Foundation may require technology, hosting, professional services, specialist expertise, research, operational support or other external services in order to implement its programmes and statutory activities. No commercial entity or external service provider has an exclusive, preferred or default provider position within the Foundation.

External providers and partners are selected according to the needs of the relevant programme and on the basis of factors such as suitability, relevant expertise, quality, security, continuity, proportionality, value for money and contribution to the Foundation's statutory objective. The Foundation may work with non-profit organisations, academic and knowledge institutions, public institutions, technology providers, consultants, specialist organisations and other partners where appropriate.

Where an external provider or partner qualifies as a related party, the Foundation applies its conflict-of-interest and related-party governance procedures. Any such transaction must:

- be necessary or appropriate for the Foundation's activities;
- directly support the Foundation's statutory objective;
- be transparent and documented;
- use reasonable and defensible pricing or cost arrangements;
- take appropriate account of available alternatives;
- avoid unjustified private benefit;
- be approved in accordance with the Foundation's governance procedures;
- be decided by non-conflicted board members where a conflict of interest exists.

A related party has no automatic entitlement to Foundation-funded work, programme participation or future contracts.

8. Contracting model

The Foundation may act as contract holder for programmes or deployments where this is appropriate for NGO participation, donor-funded activities, grant-funded programmes, programme delivery or other public-benefit objectives.

The Foundation may also act as programme owner where a deployment forms part of a broader mission-led programme, such as a regional procurement programme, supplier inclusion initiative, localisation initiative, open-access knowledge programme or shared humanitarian supply-chain initiative.

Where the Foundation contracts with NGOs, donors, funders, programme partners or external service providers, agreements should clearly define the respective roles, responsibilities, deliverables, costs and liabilities.

Where technology or other specialist services are required, these may be provided by appropriately selected external service providers under documented agreements.

The Foundation remains responsible for its own governance, programme decisions, mission alignment, financial oversight, contractual clarity and public-benefit accountability.

9. Funding model

The Foundation may receive income from sources that support its statutory objective and mission, including:

- grants;
- donations;
- donor and foundation funding;
- public-sector programme funding;
- philanthropic contributions;
- NGO and non-profit programme contributions;
- programme fees and cost-recovery contributions;
- in-kind support.

The Foundation may receive programme contributions or recover reasonable costs from NGOs, non-profit organisations, donors, public institutions or programme partners where these activities directly support its statutory objective and public-benefit mission. Such arrangements may cover, for example, programme implementation, staffing, capacity building, supplier engagement, market assessments, shared infrastructure, appropriate tools, operational support, monitoring or reporting.

Donors and funders may support individual organisations, groups of organisations, regional or sector programmes, supplier inclusion initiatives, open-access knowledge development, capacity strengthening or other mission-aligned activities.

The Foundation may receive unrestricted donations, provided that such funds are used in line with its statutory objective. The Foundation may also build reasonable reserves to ensure continuity, meet obligations, manage programme risks and safeguard ongoing public-benefit activities. Any surplus will be used exclusively for the Foundation's statutory objective and public-benefit mission.

10. Use of funds

The Foundation's funds will be used to support activities that contribute to its statutory objective and mission. Eligible cost categories may include:

- development and maintenance of open-access procurement knowledge;
- programme-related technology, software and digital tools;
- hosting, maintenance and technical support;
- programme staffing and operational support;
- supplier, SME and manufacturer onboarding and engagement;
- NGO and donor onboarding;
- capacity building and training;
- market assessments and supplier mapping;
- localisation support;

- translation and accessibility;
- programme management;
- monitoring, reporting and evaluation;
- research and knowledge development;
- external expertise and professional services;
- legal, audit, accounting and compliance costs;
- insurance;
- website, communication and outreach costs;
- reasonable travel and accommodation costs for staff, experts or representatives where directly linked to the Foundation's activities;
- fundraising costs;
- other operational and administrative costs necessary for the Foundation's work.

The Foundation may procure goods or services from external providers where necessary or appropriate for its activities. Such expenditure must be reasonable, documented and consistent with the Foundation's statutory objective, governance arrangements and applicable procurement, conflict-of-interest and related-party procedures.

Foundation funds, grants and donations are not used for the purpose of promoting or subsidising the commercial activities or sales of any external or related commercial entity.

11. Management of funds

The Foundation manages its funds carefully and in accordance with its statutory objective, board decisions, legal obligations and public-benefit responsibilities.

The board is responsible for financial oversight, budget approval, annual accounts, reserves and the proper use of funds. The Foundation will maintain appropriate administration and financial records. Funds will be managed through the Foundation's bank account or accounts.

Expenditure will be approved in accordance with the Foundation's governance arrangements, approval procedures and signing authority. The Foundation will prepare annual financial reporting and make relevant public-benefit information available through its website.

12. Governance

The Foundation is governed by a board of three members. The board may assign roles such as chair, secretary and treasurer in accordance with the statutes and board regulations.

During the 2026–2030 policy period, the Foundation operates with a renewed board structure. The board includes relevant expertise in the sectors the Foundation serves, including humanitarian aid, development cooperation, procurement, supply chain, logistics, public-benefit governance, finance, policy, digital infrastructure and related fields. Board composition is published on the Foundation's website.

The board is responsible for:

- the Foundation's mission and strategy;
- approval and monitoring of this policy plan;
- financial oversight;
- approval of budgets and annual accounts;
- oversight of programmes and deployments;
- transparency and reporting;
- safeguarding the Foundation's public-benefit purpose;
- ensuring that relationships with partners, external service providers and related parties are transparent and appropriately governed;
- ensuring that conflicts of interest are identified and handled in accordance with the Foundation's policies;
- ensuring that funds are used in line with the Foundation's statutory objective.

Board members act in the interests of the Foundation and its statutory purpose. Where a board member has a direct or indirect interest that conflicts with the interests of the Foundation in relation to a specific decision, that interest must be disclosed and handled in accordance with the Foundation's conflict-of-interest procedures. Where applicable, the conflicted board member does not participate in the relevant decision.

Board members do not receive remuneration for their board role. Reasonable expenses incurred in the performance of their duties may be reimbursed, provided such expenses are agreed, documented and in line with the Foundation's policies.

The Foundation may hire or contract staff, consultants, experts, partners or service providers where necessary to implement its activities.

13. Transparency and reporting

Transparency is an important part of the Foundation's public-benefit role. The Foundation will publish relevant information on its website, including:

- its mission and statutory objective;
- board composition;
- remuneration policy;
- policy plan;
- annual or financial reports;
- contact details;
- Chamber of Commerce and RSIN information;
- information about its activities and programmes where appropriate.

The Foundation will also maintain a separate history and transparency page to provide context on its establishment as Stichting AidInnov Foundation, the name change to Stichting Solvoz Foundation, earlier policy plans and historic reports.

14. Administrative information

Registered name: Stichting Solvoz Foundation

Also known as: Solvoz Foundation

Legal form: Stichting

Registered office: The Hague, The Netherlands

Address: Biancaland 100, 2591 DB The Hague, The Netherlands

Chamber of Commerce number: 75501325

RSIN: 860304863

Date of establishment: 1 August 2019

Name change: from Stichting AidInnov Foundation to Stichting Solvoz Foundation, 12 January 2021

15. Closing statement

During the 2026–2030 policy period, the Solvoz Foundation will focus on strengthening open procurement knowledge, fair market access, shared procurement infrastructure, supplier inclusion and collaborative programmes that improve the planning and use of funds in international aid, development cooperation and the wider non-profit sector.

The Foundation will support NGOs, donors, funders and other mission-driven actors in using procurement as a lever for localisation, transparency, effectiveness, efficiency and sustainable impact. It will do so through open knowledge, inclusive supplier participation, capacity strengthening, market assessments, shared initiatives, appropriate tools and collaboration with a range of public-benefit, non-profit, academic, institutional and specialist partners.

All programmes, partnerships, procurement decisions and expenditure will be determined by the Foundation's statutory objective and public-benefit purpose. No external or commercial entity has an automatic, exclusive or preferred role in the Foundation's activities.

This policy plan provides the basis for the Foundation's activities, governance, funding and public-benefit role for the period 2026–2030.