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# THE CITIZENS FOUNDATION

## Policy Plan 2024-2028

APPROVED BY THE BOARD OF ITALIAN FRIENDS OF THE CITIZENS  
FOUNDATION TCF ODV

The Italian Friends of Citizens Foundation TCF ODV (IFTCF) is designated as an ANBI as of August 19, 2024. Registered as an ANBI IFTCF is the non-profit tax designation in the Netherlands issued by the Tax Office (Belastingdienst) in accordance with the general tax laws (Uitvoeringsregeling Algemene Wet Rijksbelastingen 1994). The RSIN is 827681458.

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## Introduction

This Policy Plan includes an introduction, an examination of the articles of association concerning the rules and regulations as an ANBI, a synopsis of the activities undertaken and planned by Italian Friends of The Citizens Foundation TCF OdV (IFTCF) to achieve its objectives. The document also includes an overview of financial activities and governance structure.

Recognizing the necessity to meet the requirements of Dutch law to be acknowledged as an "institution for the general purpose" (ANBI), the IFTCF Board has actively investigated the Civil law, as evident in the attached Articles of Association, and Tax Advisors to ensure compliance with the ANBI ruling by the tax inspector.

IFTCF will commit to have the Policy Plan reviewed every 3 years, or earlier when there is a reason for this.

### General

**Italian Friends of The Citizens Foundation TCF OdV (IFTCF)** is a non-profit organization registered in Italy with **tax code number 97653500153**, attestation of inscription in the Registro Unico Nazionale Terzo Settore (the national register of third sector organisations) as per protocol Decreto Dirigenziale Raccolta Generale n° 341, Fasc. n 8.5/2022/229, dated 19/01/2023.

The organisation registered with protocol 2013/107545 dated 11 October 2013, having its registered office at C.so di Porta Nuova 38, 20121 Milano, Italia. IFTCF is a Third Sector body governed by the Articles of Association and acts within the limits of Legislative Decree No. 117/2017 (so called "Third Sector Law").

## Objectives

The Association is a non-profit organisation, and it pursues civic aims, for the purposes of solidarity and social utility. The primary purposes of the Association are the following:

To promote the education and training of children and women in Pakistan, with particular attention to the most disadvantaged persons;

To support projects aimed at promoting gender equality in the most disadvantaged communities in Pakistan;

To raise awareness among the Pakistani diaspora community in Europe about the issue of illiteracy in Pakistan, and the importance of education as a tool for promoting tolerance and community advancement;

To promote cross cultural exchanges between diaspora community in Europe and Pakistan through cultural activities;

### Activities to Achieve the Objectives

#### Fundraising

The Association, in pursuit of the above aims, carries out exclusively or principally the following activities of general interest referred to in art. 5(1) of Italy's Legislative Decree No. 117/2017, specifically:

- Organize and manage cultural activities for information and dissemination purposes, on subjects such as educational disadvantage and gender equality in Pakistan, and with the aim of promoting The Citizens Foundation Pakistan organization, through events, talks, collaborations with other local and international entities;
- Financially support the building and management of schools and the training of teaching staff, through the NGO The Citizens Foundation in Pakistan;

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- Involve the Pakistani community through events, with the aim of promoting Pakistani culture and the role of TCF Pakistan.

IFTCF may carry out fund raising activities, also in an organised and continuous manner, to finance its activities of general interest, in compliance with the principles of truth, transparency and fairness in its relations with supporters and the public.

As an ANBI in the Netherlands, IFTCF intends to raise the needed funds through a range of channels, including but not limited to corporate partners, private and public foundations, and individual philanthropy. The fundraising may also be done occasionally through small scale and large events.

## Strategy to Raise Funds

### Strengthening Local Chapters

- Empower volunteers with training and tools for relationship management and fundraising.
- Deepen local networks by engaging community leaders and influencers within the Pakistani diaspora.

### High ROI Fundraising Initiatives

- Focus on individual giving with a strong emphasis on high-value donors.
- Leverage corporate partnerships and explore opportunities for corporate match giving.
- Engage with foundations for potential grants and partnerships.

### Event-Based Fundraising

- Capitalize on Ramadan with a head office digital campaign boost and local outreach (e.g small Iftar events).
- Organize one impactful fundraising event in autumn to unite and energize supporters.

## Building Relationships and Fundraising

### Actions:

- Identify and reach out to key individuals within the Pakistani diaspora (high-net-worth individuals, community leaders).
- Develop connections with local businesses, corporates, and foundations.
- Share success stories and TCF's impact to inspire donors and secure commitments.
- Get resources to be able to pitch TCF and its products (e.g child, classroom, school...)

## Exploring Foundations

### Actions:

- Connect to individuals in corporate and family foundations that are aligned with education, women's empowerment and South Asia-focused missions.
- Connector role of local volunteers.

### Deliverables:

- Connections and introductions to philanthropy networks and professionals from foundations

The revenues of the Association are as follows:

- membership fees

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- public contributions
- private contributions
- donations and bequests not destined to increase the assets of the Association;
- revenues from the assets of the Association
- reimbursements under conventions
- funds received from public collections carried out occasionally, including offers of goods of moderate value and services
- reimbursement of expenses actually incurred by the Association, if they are adequately documented, in the pursuit of the Association's general aims
- any other revenue expressly provided for by law proceeds from various activities, within the limits of the law or regulations.

## Deployment of Funds

Upon successful fundraising activities funds raised are utilized to achieve objectives in the following capacity:

- Supporting the education of out of school children across Pakistan, through construction of schools in the areas where there are no schools,
- Upgrading infrastructure of existing The Citizens Foundation schools,
- Through supporting educational journeys of students enrolled in The Citizens Foundation schools across Pakistan,
- Supporting projects aimed at promoting gender equality in the most disadvantaged communities in Pakistan
- Supporting other community development projects led by the local partner The Citizens Foundation in Pakistan,
- Covering all reasonable local costs relating to the achievement of our stated goals and objectives.

## Assets Management

As per IFTCF governing document, the distribution, whether direct or indirect, of any profits and surplus income, funds, reserves, however denominated, or capital during the life of the Association is forbidden, pursuant to Art. 8(2) of Legislative Decree No. 117/2017.

The assets of the Association, to include revenues, earnings, proceeds and income of any other type, shall be used to carry out to achieve the Association's statutory purpose, and exclusively for civic, solidarity and social utility purposes.

In the event of extinction or dissolution of the Association, its residual assets shall be distributed, subject to the opinion of the Regional Office of the Single National Register for the Third Sector, to another Third Sector entity as identified by the General Meeting, which shall have a similar legal status and purpose.

## Finance

The revenues are generated by:

- Donations from a wide variety of donors and partners
- Fundraising activities

IFTCF purpose does not include generating profits. All its income is destined for supporting high impact social causes towards improving literacy in Pakistan. Utilization of funds is shared through the most recent version of the annual accounts published and enclosed as part of the annexures.

## Governance

### Registered Entity / General Information

- Name: Italian Friends of The Citizens Foundation TCF OdV
- Address: C.so di Porta Nuova, 38, 20121, Milano
- Contact: +39 324 8422289
- Email: [admin@italianfriends-tcf.org](mailto:admin@italianfriends-tcf.org)
- Legal email: italianfriendsTCF@pec.it
- The RSIN is 827681458. Bank details: Credem Banca, Via Andegari 14, Milano 20121, IBAN: IT61 T 03032 01600 010000464838

### Board Members & Management

IFTCF is administered by the Board of Directors. Board of Directors members will be appointed by them at the annual general meeting. The Executive Board members shall perform their activity free of charge, remain in office for 3 (three) fiscal years and may be re-elected. The Board of Directors are responsible to:

- Manage and control all activities and affairs:
- Manage the Association's ordinary and extraordinary activities
- Manage the Association, ensuring the achievement of its objects and expending its economic resources
- Make any internal rules as it may deem necessary for the proper conduct and operation of the Association, to be submitted for the approval of the General Meeting
- Draw up and submit for the approval of the General Meeting the preliminary financial statement and the plan of activities
- Manage the accounts and draw up the draft financial statements, as well as the mission report on the activities carried out in relation to the plan of activities approved the annual General Meeting

As of March 2025, the Board of Directors consists of 9 members, listed below:

Name	Designation
<b>Gretchen Romig Crosti</b>	President
<b>Aliya Salahuddin</b>	Vice president
<b>Catherine De Furia</b>	Board Member
<b>Saud Saqlain Khawaja</b>	Board Member
<b>Francesca Rovelli</b>	Board Member
<b>Francesca Gozo Biscaretti</b>	Treasurer
<b>Piera Sassaroli</b>	Board Member
<b>Jawed Khan</b>	Board Member
<b>Sarah Thorne</b>	Board Member

Any member who has become incapable, is disqualified, declared bankrupt or sentenced to any form of punishment consisting in the banning, even temporary, from holding public office or being unable to exercise directive powers, may not be appointed director or, if appointed, shall cease to hold office.

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Once a year, the Chair of the Board of Directors presents to Members a report on the decisions taken by the Board during the previous fiscal year. The report includes the financial situation, the audit report and a summary of donations and all programs implemented in Pakistan.

Expenses can be reimbursed to Board of Directors members on producing the necessary proof.

The services offered by volunteers, including the members of the Board, are free of charge and such services cannot be remunerated even by the beneficiary. Volunteers may only claim the reimbursement of expenses actually incurred during volunteering and duly documented, in accordance with the limits and conditions defined in the specific regulation issued by the Executive Board and approved by the General Meeting.

### Accounting & Audits

The accountancy and financial administration are performed by external certified accountants Studio Corbella, Via Prina n.15 – 20900 Monza (MB) | VAT 02455300968.