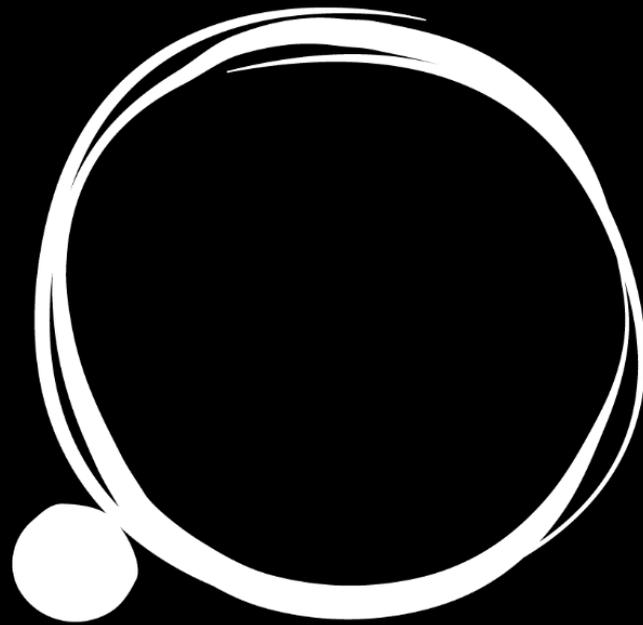


POLICY PLAN 2021-2024



LEMMA
FOUNDATION



POLICY PLAN [2021-2024]

Foundation Name	Stichting Lemma Foundation
RSIN Nummer	862776703
KvK	83221271
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0. Introduction

Lemma Foundation was created in 2021. This policy plan covers the time between July 2021-July 2024. In this policy plan, the board articulates the goals and expected results of the combined effort over the stated period.



1. General information and board

Statutory name: Stichting Lemma Foundation
Type of organization: Foundation
Founded: June 2021

KvK Number: 83221271
Fiscal number (RSIN): 862776703
Bank account (IBAN): NL46BUNQ2063117942

Visiting address: Tuinlaan 90, 3111 AW Schiedam (The Netherlands)
Phone number: +31 (0)10 26 100 16

Website: www.lemmafoundation.org
Email: info@lemmafoundation.org

Board

Name: A. van de Water
Function: Chairman

Name: M. F. W. Vlaming, MSc
Function: Treasurer

Name: dr. ir. J. Matos-Castaño
Function: Secretary

Name: V. E. Mouw
Function: Board Member



2. Vision, mission, and name

2.1 Vision

The vision of Lemma Foundation is that every person should have access to and engage with arts, culture, and science to learn something new about the world, and act upon it in a positive way.

2.2 Mission

Lemma Foundation is committed to making arts, culture, and science accessible to a wider audience to drive positive social change. Lemma Foundation shall achieve its objective by, among other things:

- Identifying and supporting initiatives and/or programs that make art, culture, and science accessible to a wider audience.
- Facilitating the display of relevant stories, research and collections within the digital domain and the physical environment.
- Establishing partnerships with organizations to make art, culture, and science accessible.
- Supporting artists and creators within the domain of art, culture, and science.

2.3 Name

The name of Lemma Foundation originates from the mathematical concept of 'lemma'. In mathematics, a 'lemma' is a proven proposition that is used as a steppingstone to achieve a larger result.

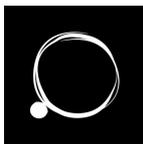
The activities of Lemma Foundation, as well as of those contributing to it, aim at being **that** proposition. By making arts, culture, and science ('proven propositions') accessible to every person, Lemma Foundation and its partners drive a larger result: positive social impact.

3. Ambitions

Between 2021-2024, Lemma Foundation will focus its efforts on identifying and supporting programs that contribute to its ambition of making arts, culture, and science accessible to a wider audience.

3.1 Projects

Between 2021-2024, Lemma Foundation will focus its efforts on supporting the development, deployment, and scaling up of projects and programs that contribute to its main ambition. To this



end, Lemma Foundation will identify initiatives to facilitate the presentation of socially relevant and engaging content in unexpected locations. This could be pop-up museums or other forms of innovative educational programs that aim at making positive social impact by connecting locations, content, and people.

3.2. Activities

In the upcoming period, Lemma Foundation will establish collaborations with various stakeholders to:

- Apply for grants and look for sponsorship to obtain the financial needs required to support projects and programs that make arts, culture, and science accessible to a wider audience.
- Search for national and international locations that seek innovation, community building, and revitalization in order to bring arts, culture and science to the general public.
- Mobilize a network of content owners (i.e. NGO's, cultural institutions, art collectors, research institutes and IP owners) to offer a curatorial program of social relevance.

3.3 Communication

We will report annually our income and expenses in our financial report, published on the website www.lemmafoundation.org.

In addition, we will report on the activities supported and carried out by the foundation:

- an overview of partnerships
- supported activities and programs with a description of location and placements
- content displayed
- the impact of the activities of Lemma Foundation on the community

An outline of these activities will be included on the website of Lemma Foundation (www.lemmafoundation.org).

4. Fund acquisition, expenses and remuneration

4.1. Income

The Foundation aims to achieve its purpose by, among other things, obtaining financial resources by means of the four following channels:

- **Subsidies:** apply to a number of national and international subsidies



- **Sponsorship:** establish sponsorship agreements with place owners, content owners or other external organizations that contribute financially to the activities supported by Lemma Foundation.
- **Fundraising:** raising funds from individuals and organizations closely involved in engaging the public with arts, culture, and science.
- **Donations:** accepting donations from individuals and organizations that would like to have a positive social impact by contributing to the activities of Lemma Foundation.

4.2 Expenses

The income is used to support the objective of Lemma Foundation. For multi-year projects, budgets can be reserved in the year that decisions are made about these projects. Lemma Foundation will not hold more assets than the reasonably necessary for the continuity of the Foundation's planned activities.

The assets will be managed in a bank account (regular checking account).

4.3 Remuneration policy Board

The Board does not receive any remuneration for its activities. They are, however, entitled to reimbursement of expenses incurred in the performance of their duties.

5. SWOT-analysis

During the term of this policy plan, the board of Lemma Foundation identifies the following strengths, weaknesses, opportunities, and threats.

Strengths

Network

The board of Lemma Foundation has a large network of place and content owners. In the period of 2021-2024, identifying, developing, and scaling up projects and programs is the top priority of Lemma Foundation. Achieving this goal depends on the capacity to establish partnerships between a variety of organizations. The board of Lemma Foundation has built partnerships with organizations ranging from cultural institutions to corporates for more than 15 years, which makes it one of the current strengths of the foundation.

Weaknesses

Need for structural income for the medium term

Making arts, culture, and science accessible to a wider audience, the current core activity of Lemma Foundation, depends on external sponsorship, funds, and donations. To avoid being



dependent on incidental income, it is important to develop a strategy to generate structural income in the next 3 years. To cope with this, the foundation will have a multi-year strategic plan elaborating on how Lemma Foundation will bind sponsors and funding organizations for long-term support.

Opportunities

Traction of (pop-up) museums to drive public engagement

Prior experiences, like the Jewish Museum in Frankfurt or the pop-up museum initiated by the Tate Gallery in London, have shown the added value of connecting place and content to drive public engagement. Lemma Foundation, together with its partners, aims at making a social impact by connecting content, places, and people. This will make it attractive not only for organizations already involved in presenting content, but also to others that seek strategies to make a positive social impact while revitalizing private and public spaces. Furthermore, diversity and inclusiveness are on the agenda of most governmental, commercial, and cultural institutions. The main activities of Lemma Foundation tap into this need by making arts, culture, and science accessible to all sectors of society.

Lemma Foundation expects to make use of this existing traction to mobilize a network of organizations and raise the necessary funds.

Threats

COVID-19 (Short term)

The current COVID-19 pandemic brings uncertainty around the availability of physical locations during 2021 and beyond. This situation might also impact the budgets that can be spent on cultural activities. In case the circumstances around COVID-19 make it difficult to display content on a physical location, Lemma Foundation will focus its efforts on establishing long term partnerships and identifying feasible alternatives to make content accessible once the policies allow.



6. Strategic roadmap

This section provides an overview of the high-level activities that will be carried out in the period between 2021-2024.

	2021	2022	2023	2024
Stage 1: Set up Lemma Foundation	■	■		
Stage 2: Deploy first program(s)		■	■	
Stage 3: Scale up program(s)				■

Stage 1: Set up of Lemma Foundation and development of strategic plan.

Stage 2: Development of first programs and engagement activities.

Stage 3: Development of subsequent programs and scaling up of the activities.

All activities related to knowledge dissemination, partnerships and funding will be ongoing and executed throughout the whole period.

7. Management

The board of Lemma Foundation, as a group, focuses on its core task: managing the foundation and setting out the policy. Each member, individually, carries out specific tasks necessary to achieve the goals of the foundation.

The board will have a meeting at least every six months. The meetings can be held face to face, by telephone or video conference provided that each board member can be heard by all others simultaneously.

The board of Lemma foundation will publish an annual report on www.lemmafoundation.org each year.

8. Budget

Since Lemma Foundation has been founded in 2021, there is not a budget to be included in the current policy plan.



9. ANBI status

Since 18 June 2021, Lemma Foundation has the ANBI status in The Netherlands (Public Benefit Organization) with RSIN 862776703.

