STICHTING CANVAS
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Stichting CANVAS
Center for Applied Non-Violent Actions and Strategies

Policy Plan

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Date: September 2026

1. Introduction

Over a year ago, early in 2025, while reviewing pros and cons of many jurisdictions, proposing various opportunities for establishing and development of non-commercial projects, the Netherlands has been considered most preferable among countries that could have become a base for our new non-profit foundation. A large number of educational organizations and programs recognizable worldwide, significant international organizations such as the International Court of Justice, established in the Peace Palace at The Hague, and the International Criminal Court, conference centers and other cultural life institutions attracted attention of the Team as perspective partners and potential recipients of the Foundation's financial and practical support. This combined with the long-standing democratic tradition and tolerant society made The Netherlands a logical choice to establish the European branch of the Center for Applied Non-Violent Actions and Strategies (CANVAS).

The core idea was to promote the objectives of the international CANVAS organization and enable EU residents, either private or organizations, to participate in our programs.

Thus, keeping in mind these fundamental drivers, our foundation, officially known as **Stichting CANVAS**, was formed by notarial deed in the Netherlands in March 2025 and registered with the Chamber of Commerce with registration number (KvK-nummer) 96750693, as a platform for the development of the Team's activities in the areas of education, support, training, etc.

Nowadays Stichting CANVAS has an office in Amsterdam, the contact details of which can be found in Section 11 *"Practical Information and Contacts*" hereof.

The Articles of Association were structured in such a way from the day of incorporation to be in line with ANBI (*Algemeen Nut Beoogende Instelling*) regulations. Recently Stichting CANVAS made a further important step in developing itself as a high-quality non-profit organization and filed a request for application for ANBI status.

This Stichting CANVAS Policy Plan (hereinafter referred to as the *"**Policy Plan**"*) describes the Team's ambition, principles, policy, vision and goals, as well as the strategy (actions) to be taken to reach its goals.

In addition to the historical background of the creation of the project briefly mentioned in Section 1 "Introduction", a summary of the ongoing activities, education programs and anticipated activities for the years of 2027-2030 is contained herein as well.

This Policy Plan also exposes the main provisions of the Stichting CANVAS's Articles of Association adopted in compliance with ANBI rules and regulations.

2. Mission and Goals

Stichting CANVAS is a non-profit organization founded by CANVAS as international organization with its main goal to be a center for applied non-violent actions and strategies.
The mission of the Foundation is to promote human rights and democracy in situations where these core values are challenged. This can be done via sharing knowledge, providing training, to organize events and to publish on the use of non-violent actions and non-violent resistance.
The goals of Stichting CANVAS are:

- To promote the activities of CANVAS within the EU and especially in The Netherlands;
- To organize conferences and seminars;
- To set up training and education programs;
- To realize partnerships with universities and other governmental or non-governmental organizations;
- To support organizations and people in their actions.

3. Main Principles and Objectives

In accordance with paragraph 3 of Article 2:285 of the Dutch Civil Code the objective (purpose) of a Dutch Foundation (Stichting) may not include the making of distributions to its founders (incorporators) or to those who are participating in its bodies or to others, except, as regards the latter, when distributions are made for charitable (philanthropic) or social purposes.

As per the Articles of Association, the object of Stichting CANVAS is to share knowledge, to provide training, to organize events and to publish on using non-violent action and non-violent resistance to promote human rights and democracy, as well as any and all things that are related or may be conducive to the above.
This object does not include making payments to the incorporator or to those who are members of the bodies of the foundation.
The foundation seeks to achieve this goal by, among other things:
a. (co-)organizing events for the purpose of fundraising;
b. raising funds through donations;
c. organizing meetings and events where people can share their knowledge and experience.

The foundation aims to provide public benefit.
The foundation has no profit motive. Considering the non-profit nature of Stichting CANVAS, it is not involved in any entrepreneurial or corporate managerial activity and does not have the aim to realize a profit with its activities. It is independent from its donors or the parties to whom donations are made.

Not less than 90 % of Stichting CANVAS's activities are focused on the objectives and idealistic connected processes.

4. Core Areas of Activity

CANVAS was founded in 2005 in Serbia to advocate for the use of nonviolent resistance in the promotion of human rights and democracy. Since then, we have worked with pro-democracy activists from more than 50 countries.
From CANVAS' headquarters in Belgrade, Serbia, we operate a network of international trainers and consultants with expertise in building and running successful non-violent movements.

We work to build more just, democratic, and responsible society. CANVAS' offices in Washington DC, Manila, Tbilisi, Johannesburg and Belgrade aim to provide maximum support to the activists on the ground, and they serve as a hub for local and regional initiatives that rely on principals of nonviolent struggle and creative activism.
Our organization disseminates knowledge through a variety of media, including workshops, books, videos, and specialized courses. CANVAS has produced several publications on nonviolent resistance over the years, based on intensive research and our members' decades of experience in the field.
These revolutionary "know-hows" are available for free download on this website. Additionally, our trainers regularly teach courses on nonviolent strategy at a variety of educational institutions worldwide.
Recently, in 2025, Stichting CANVAS was established to promote and execute the CANVAS activities within the EU countries and other European countries.

5. Regional Considerations

Although CANVAS is a well-established international organization it was decided to have also presence in the EU. Having considered several options, the incorporation was done under Dutch law. The aim is to develop the activities within the EU.

6. Actual Programs

Global School for Activists

The Global School for Activists is a year-round education and research initiative designed to build the strategic capacity of activists, movements, and civil society actors worldwide. Combining historical insights, practical tools, and cutting-edge methodologies, the Global School provides support for movements working to defend democracy, human rights, and freedom in the face of authoritarian threats.

University Programs
By developing university courses, conducting guest lectures, and holding workshops, CANVAS constantly aims to engage with students as much as with activists and community organizers.
Freedom Fellowship
The Freedom Fellowship is a one-year program that empowers civil society activists from non-free or partly-free societies, with training and support.
Internship Program
We offer our interns valuable experience engaging with meaningful tasks, which will contribute to their education and broader professional development.
Tactics 4 Change
The Tactics4Change interactive website provides free access to information about more than 400 hundred cases of nonviolent dilemma actions, from every continent, and over 100 countries. This dataset of creative tactics, designed to put opponents in a lose-lose position, offers opportunities for further learning for activists, students and scholars. The database is a collaborative project between the Center for Applied Nonviolent Action and Strategies (CANVAS) and faculty from the Pennsylvania State University.
Schedule Training or Consultations
To learn more about CANVAS workshop modules view our list on the website. To schedule a training or consultations with our team, submit an online request.

7. Future outlook

Having used 2026 to establish its operational and financial base, Stichting CANVAS's priority for the 2027–2030 period is to consolidate and grow its role as the European platform for CANVAS's work, while maintaining the financial discipline and transparency set out elsewhere in this Policy Plan.

Programmatic priorities

Stichting CANVAS will build on the programs already underway (Section 6) rather than launch unrelated new ones. Specific priorities for this period include:

- Growing the Global School for Activists as a recurring European program, building on its initial pilot delivered in partnership with Salzburg Global Seminar;
- Expanding the Freedom Fellowship's presence and participant base among EU-based civil society activists;
- Deepening partnerships with Dutch and European universities to expand guest lectures, joint courses, and research collaboration beyond the current pilot engagements;
- Broadening use of the Tactics4Change database within European civic education and university settings;

- Continuing to grow the Internship Program as a pipeline for future staff and volunteers

Financial Forecast

Organizational growth

Stichting CANVAS — Financial Forecast Summary (2027–2030)

All amounts in EUR

Category	2027	2028	2029	2030
Management & Administration	26.099,60 EUR	46.143,16 EUR	55.186,72 EUR	64.230,28 EUR
Program Delivery	33.250,00 EUR	97.000,00 EUR	163.000,00 EUR	229.000,00 EUR
TOTAL EXPENSES	**59.349,60 EUR**	**143.143,16 EUR**	**218.186,72 EUR**	**293.230,28 EUR**

Management & Administration – % of total	44,0%	32,2%	25,3%	21,9%
Program Delivery – % of total	**56,0%**	**67,8%**	**74,7%**	**78,1%**

STAFFING OVERVIEW (FTE)

Executive Director	0,50	1,00	1,00	1,00
Project Managers (combined)	0,00	0,50	1,50	2,50
Total FTE	**0,50**	**1,50**	**2,50**	**3,50**

KEY ASSUMPTIONS

• Board members serve on a voluntary basis; no remuneration is paid, per ANBI requirements.

• Workspace cost is shown incl. 21% VAT; an annual CPI increase of 2.90% is applied (confirmed for the 2026–2027 period, assumed to continue at the same rate thereafter pending actual published adjustments).

• Legal services (EUR 1,500 incl. VAT per quarter) and accounting fees (EUR 2,500 + 21% VAT per year) are assumed flat over the forecast period.

• Staff salaries and employer on-costs are market-rate estimates for a small NL/EU-based nonprofit, for planning purposes only; actual recruitment timing and costs depend on secured funding. Project Managers are added one at a time (2028, 2029, 2030) in line with the Future Outlook.

• Each staff role's cost is split between Management & Administration and Program Delivery based on an estimated time allocation (Executive Director: 60% program / 40% admin; Project Managers: 85% program / 15% admin), reflecting that most of their work directly delivers the Foundation's activities. This split is an assumption and should be reviewed once actual time allocation is known.

• Programmatic activity budgets are indicative and will scale with confirmed grants and donations, per the Future Outlook.

• This forecast is a planning tool and will be reviewed and updated annually against actual income and expenditure.

As set out in Section 9 (Management), the Foundation intends to employ an Executive Director to manage day-to-day operations, followed by up to three project managers, with staff numbers increasing progressively after 2027 in line with available funding. Growth in staff will track growth in funded programming — Stichting CANVAS does not intend to expand its team ahead of secured funding for the activities that team would support.

Stichting CANVAS will also explore new funding instruments available specifically to EU-based nonprofits, including relevant European Commission programs, as part of diversifying beyond private donations and grants.

Reporting on progress

Progress against this outlook will be reviewed annually by the Board as part of the yearly policy update referenced in Section 9 and reported on in the annual report referenced in Section 10.

8. Fund Raising

Transparency of the funding is one of most important Stichting CANVAS's milestones. The funds and means are to be formed and created from:

(1) subsidies and other contributions;
(2) gifts, bequests and legacies;
(3) all other acquisitions and gains.

During 2026, Stichting CANVAS will accumulate the monetary resources sufficient for future non-profit activity in all aspects for the years of 2027-2030. This allows the Team to mitigate the Stichting CANVAS funding issue and to contribute all the time and efforts to its primary objects and development of the charity recipients' relations on the full transparency basis. Having its financial independence guaranteed, the Foundation, though, does not intend to hold more capital that is reasonably necessary for the continuity of the anticipated charity initiatives and programs.

9. Management

Subject to limitations stipulated in the Articles of Association, the co-optative Board is responsible for managing and administering the Foundation. The board consists of at least three board members. The Stichting can be represented by at least two board members acting jointly.

The main responsibilities of the Board of Directors are:

- Ensure compliance with laws, foundational statutes, ANBI guidelines, etc.;
- Establish the policy of the Foundation and its yearly update;
- Ensure execution of Policy Plan;
- Ensure transparency by having finances checked by an accountant and publishing reports;

- Prepare and publish annual report;
- Monitoring of ongoing programs and activities and searching for new projects;
- Representing the Foundation.

The Board consists of three members, qualified for the integrity tests:

Slobodan Dinovic (Chairman)

Slobodan Dinovic is an innovator in democracy-promotion and information technology. He founded Serbia's first private wireless Internet company and is a founding member of the Otpor ("Resistance") movement that ended the Milosevic era. He has since become a leading proponent of providing training to movements for democracy and human rights on the methods of strategic non-violence. Mr. Dinovic is President and Founder of the Centre for Applied Nonviolent Action and Strategies - CANVAS, an international network of trainers and consultants engaged in the transfer of knowledge on nonviolent transitions to democracy around the world. He studied Law and Diplomacy at Tufts Fletcher School. He has authored multiple books published by CANVAS, and has been featured in such publications as Slate, Foreign Policy, and Humanity in Action. He has lectured at several universities, including Colorado College, Grinnell College, University of Belgrade, New York University, and Harvard University Kennedy School of Government. He has also given presentations at Freedom House in Washington D.C. and at the Wilton Park conference in London and has been an instructor at Harvard Kennedy for a course based on the principles and strategies of CANVAS teachings. He has, on behalf of CANVAS, received several awards throughout his career, including the Poul Lauritzen award in human rights, the Tufts University Global Citizen Award and the Brown Democracy Medal from McCourtney Institute at Penn State University.

The chairman the following duties:

- Calling for and presiding Board meetings;
- Representing Stichting CANVAS on official occasions;
- Strategy development and policy;
- Contacts with the international CANVAS organizations and third parties

Breza Race Maksimovic, Program Director and Treasurer

Ms. Race manages all the programs at CANVAS and organizes activities ranging from fundraising to program development. She corresponds with external partners regarding strategic planning, implementation and evaluation of the programs. Through her years of work with pro-democracy activists, Breza has used nonviolent creative activism to achieve positive change in society. Ms. Race holds a BA and Special Education Degree from Belgrade's Faculty of Political Science.

As program director and treasurer, she has the following duties:

- Develop and supervise training and education programs;
- Manage other activities;

- Organize conferences and seminars;
- Manage accounting
- Contacts with accountants
- Control bank accounts
- Making and receiving payments
- Financial reporting
- Fund raising

Katarina Rejger, corporate secretary

Mrs. Rejger is a documentary filmmaker and journalist based in the Netherlands. Born in Belgrade, she moved to the Netherlands at the age of nine and has built her career on documentary work about the former Yugoslavia.

Together with Eric van den Broek she directed *The Making of the Revolution* (2001), which documented the Serbian student movement Otpor! during the final weeks before the fall of Slobodan Milošević in 2000. The film is one of the few first-hand records of a nonviolent civic movement filmed as events unfolded. She went on to co-direct *Videoletters* (2005), a twenty-part documentary series that reconnected people separated by the wars in the former Yugoslavia. The series was broadcast simultaneously on public television in all former Yugoslav countries and extended into an online reconciliation platform. Her work has been selected for IDFA and the Nederlands Film Festival.

Rejger's connection to CANVAS predates the organization itself. The movement she documented in 2000 is the one whose veterans founded the Center for Applied Nonviolent Action and Strategies in 2005 to share Otpor's experience with civic movements worldwide. As a board member of Stichting CANVAS Netherlands she brings two decades of experience in documentary storytelling, media and reconciliation work in post-conflict societies, and a long-standing familiarity with nonviolent civic organizing.

The secretary fulfills following duties:

- Maintaining files and archives of the foundation
- Preparing documentation
- Minutes of meetings
- Manage the local office and service providers
- General reporting
- Fund raising

Nothing in the foregoing shall be deemed to limit the scope of the work of the Board members who shall carry out any other work or activity which may be necessary for the promotion of the interests of Stichting CANVAS.

The Board members are to receive no remuneration for their activities.

They are, however, entitled to reasonable compensation for the expenses they incur because of carrying out their functions. The compensation cannot be more than the guidelines as mentioned in the ANBI regulations. The information on such amounts is to be included in the Financial Statements for the relevant year, available on the Foundation's website.

Most of the meetings of the Board are to be held in the Netherlands.
For the developing of the foundation's abilities and activities the team will be expanded in the future with new members engaged by the foundation on full employment basis. First, aim is to employ an Executive Director which will maintain day-to-day operational process and up to three project managers. The Foundation plans to increase the quantity of staff members after 2027.

10. Reporting

As an ANBI, Stichting CANVAS may enjoy and offer certain benefits for both donors and recipients of the donations which are tax deductible subject to the applicable laws. In its turn, the Foundation should meet certain accounting standards and is required to make certain information on the organization's operations and finance publicly available.
According to the Articles of Association, the Board is obliged to keep in the offices of the Foundation or at another place determined by the Board such records of the Foundation's financial position and of everything relating to the Foundation's activities, in accordance with requirements issuing from these activities, and to keep all books, documents and other data carriers pertaining to this in such a way, that the Foundation's rights and obligations can be known from them at any time.
The Board is obliged each year prior to the first day of July to prepare and draw up the balance sheet and statement of income and expenditure of the Foundation.
The Board is authorized to appoint a chartered accountant, CPA accountant or general accountant to inspect the balance sheet and statement of income and expenditure.
Once Stichting CANVAS accomplishes its mission, the Board will decide upon liquidation. A positive liquidation balance of the dissolved Foundation shall be spent for the benefit of an organization with ANBI status with similar objects as the objects of the Foundation or for the benefit of a foreign organization which exclusively or almost exclusively intends the public utility, and which has similar objects as the objects of the Foundation.

Reports on activities and financial reports will be published annually or semi-annually on the website of Stichting CANVAS. Also, amendments or additions to the Policy Plan will be published on the website.

11. Practical information and Contacts

Following the incorporation of the Foundation the Policy Plan has been approved by the Board. The latest version is dated September 2026 and is publicly available on the website.

Name:	Stichting CANVAS
Date of incorporation:	20th March 2025
Chamber of Commerce registration number:	96750693
Tax ID number:	8677.46.233
Address:	Prins Hendrikkade 21 E, 1012 TL Amsterdam, The Netherlands
Email address:	stichting@canvasopedia.org
Website:	www.**stichtingcanvas.org**
SBI-code:	94996 Other idealistic organizations
Board members:	Mr. S. Dinovic Mrs. B. Race Maksimovic Mrs. K. Rejger
Annual reporting:	Stichting CANVAS will publish a report on its activities and financial data within 6 months after the accounting period. In case of relevant data, the Board will publish also a semi-annual report. Reports will be published on the website.