



WESTERLAKEN
FOUNDATION

POLICY PLAN 2026

STICHTING
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PEOPLE CONSERVATION SYSTEMS CHANGE

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1. Introduction

Stichting Westerlaken Foundation is a Dutch public-benefit foundation working to advance human and children's rights, protect the marine and coastal environment, support emergency relief, and contribute to the responsible management and return of cultural heritage in Southeast Asia, with a particular focus on Indonesia.

The Foundation was established from the conviction that sustainable change requires more than funding individual interventions. Lasting impact also depends on knowledge, advocacy, institutional development, collaboration, accountability and, where necessary, changing the systems that perpetuate social and environmental problems.

Over the years, the role of Stichting Westerlaken Foundation has therefore developed. While financing research, projects and initiatives remains embedded in its statutory objectives, the Foundation increasingly combines this role with advocacy, training, knowledge sharing, fundraising, international representation and oversight.

An important part of the Foundation's work is undertaken in cooperation with Yayasan Westerlaken Alliance Indonesia, an independent Indonesian foundation implementing and developing programmes in Indonesia.

Whereas international funding was previously often received by the Dutch Foundation and subsequently made available for activities in Indonesia, an increasing proportion of project funding is now received directly by the Indonesian foundation.

This development allows funding to be administered closer to the communities and programmes concerned. At the same time, Stichting Westerlaken Foundation retains an independent and substantive role in the Netherlands and internationally.

The Dutch Foundation provides continuity, maintains relationships with donors and partner organisations, undertakes advocacy and knowledge-sharing activities, supports fundraising, and contributes to the monitoring and evaluation of activities that fall within its statutory objectives.

The Foundation also retains the organisational capacity to receive and provide project funding when legal, administrative or financial circumstances make this necessary.

The Policy Plan 2026 describes how Stichting Westerlaken Foundation intends to fulfil this role during the year ahead.

2. Organisation

Name	Stichting Westerlaken Foundation
RSIN	859386946
Website	www.westerlakenfoundation.org
Email	info@westerlakenfoundation.org
Primary geographical focus	Southeast Asia, particularly Indonesia, complemented by activities in the Netherlands and internationally that directly contribute to the Foundation's statutory objectives.

Board

Function	Name
Chairperson	Dr. Rodney Westerlaken M.A., M.Si, M.Ed
Treasurer	Adri Westerlaken-voor den Dag
Secretary	Shandy Wijaya

Stichting Westerlaken Foundation has no paid employees. The members of the Board perform their governance responsibilities on an unpaid basis.

3. Statutory objectives and development of the Foundation's role

Stichting Westerlaken Foundation has the following statutory objectives:

1. financing research concerning the marine environment and human and children's rights in Southeast Asia, particularly Indonesia;
2. financing initiatives concerning the marine environment in Southeast Asia, particularly Indonesia;
3. providing financial support for emergency relief efforts in Southeast Asia, particularly Indonesia; and
4. financing initiatives related to Cultural Heritage Management in Southeast Asia.

Historically, the practical role of Stichting Westerlaken Foundation was strongly focused on the financing of research, projects and activities undertaken in Southeast Asia, particularly Indonesia. This was also reflected in the way the Foundation worked with its Indonesian partner organisation: funds raised in the Netherlands or internationally were frequently received by the Dutch Foundation and subsequently made available for implementation in Indonesia.

During Board discussions in recent years, and more explicitly in preparation for the 2026 policy period, the Board concluded that the Dutch Foundation should assume a broader, more substantive and more independent role in pursuing its public-benefit objectives.

This development does not alter the statutory objectives of the Foundation. Rather, it concerns the manner in which the Board gives practical effect to those objectives.

The Foundation considers that achieving its objectives requires more than financing activities undertaken by others. Research, advocacy, professional training, awareness raising, knowledge

sharing, fundraising, network development, international representation, monitoring and evaluation can themselves contribute directly to the achievement of the Foundation's objectives.

Accordingly, in 2026 Stichting Westerlaken Foundation will further develop its role as an active Dutch public-benefit organisation, alongside its role as a funder and supporter of activities in Southeast Asia.

A stronger role in the Netherlands

The Foundation will undertake activities in the Netherlands that directly relate to the issues addressed through its cooperation with Yayasan Westerlaken Alliance Indonesia and other partners in Indonesia and Southeast Asia.

These activities may include advocacy, professional training, public and professional awareness raising, meetings with civil-society organisations and institutional partners, engagement with donors and funding organisations, dissemination of research and practical knowledge, and representation of issues arising from the Foundation's work in Southeast Asia.

This creates a deliberate connection between practice in Southeast Asia and engagement in the Netherlands. Experience and evidence generated through programmes in Indonesia can inform Dutch organisations, funders, researchers and other stakeholders, while expertise, networks and resources available in the Netherlands can contribute to better practice and more sustainable solutions in Southeast Asia.

The Dutch Foundation therefore does not regard itself merely as a financial intermediary for activities undertaken in Indonesia. It has its own substantive responsibility to advance its public-benefit objectives from the Netherlands and internationally.

Research as a continuing responsibility

Research remains particularly important within this broader interpretation of the Foundation's role.

The Foundation continues to be involved in longitudinal research examining the effects of the COVID-19 pandemic on communities in Southeast Asia. This work examines consequences that extend beyond the immediate health emergency and contributes to a longer-term understanding of how communities, organisations and destinations experience disruption, adaptation, recovery and resilience.

The research is supported through NHL Stenden University of Applied Sciences in the Netherlands and includes academic cooperation with Edith Cowan University in Australia, as well as researchers and research partners across Southeast Asia.

The longitudinal nature of this work is particularly significant. Rather than examining COVID-19 only as a historical crisis, continued research makes it possible to study how effects develop over time, which vulnerabilities persist, how communities adapt, and which factors contribute to resilience and recovery.

The knowledge generated through this research has relevance beyond the COVID-19 pandemic itself. Lessons concerning community resilience, institutional response, recovery and adaptation can contribute to preparedness for future disasters and major disruptions, whether caused by natural hazards, public-health emergencies or human activity.

In this respect, research, practice and advocacy reinforce one another. Evidence generated through longitudinal research can inform preparedness and policy; practical experience can identify new research questions; and the resulting knowledge can be shared with communities, civil-society organisations, researchers, institutions and policymakers.

This reflects the broader direction adopted by the Board for 2026: Stichting Westerlaken Foundation should not only help to finance responses to existing problems, but should also contribute to the knowledge, preparedness, professional practice and systemic change required to address future challenges.

The Foundation operates exclusively in pursuit of its public-benefit objectives and does not seek to generate benefits for private individuals or organisations beyond what is necessary for achieving those objectives.

4. Vision and approach

Stichting Westerlaken Foundation believes that sustainable social and environmental change requires attention to both immediate needs and the systems that create or perpetuate those needs.

The Foundation therefore works according to three interconnected principles:

People

Human dignity, human rights and the rights and interests of children are central to the Foundation's work. Communities and families should, wherever possible, be strengthened rather than replaced by institutional structures. People affected by programmes should not merely be regarded as recipients of assistance, but as participants in and owners of sustainable solutions.

Conservation

The protection of natural and cultural heritage requires long-term responsibility. This includes the protection of marine animals and ecosystems, responsible rehabilitation and release, sustainable interaction between people and the marine environment, and the protection and appropriate return of cultural heritage.

Systems Change

The Foundation aims, where possible, to address the structural causes of problems rather than perpetually responding to their consequences. Research, advocacy, professional training, development of standards, collaboration with governments and civil-society organisations, and dissemination of knowledge are therefore integral to the Foundation's approach.

People · Conservation · Systems Change consequently represents not only the Foundation's identity but also the framework through which activities are assessed.

5. Relationship with Yayasan Westerlaken Alliance Indonesia

Stichting Westerlaken Foundation works closely with Yayasan Westerlaken Alliance Indonesia.

Both organisations are independent legal entities operating within their respective national legal and governance frameworks.

The Indonesian foundation is increasingly responsible for receiving funding directly and implementing programmes in Indonesia. Consequently, the financial statements of Stichting Westerlaken Foundation do not represent the total financial scale of activities undertaken within the wider cooperation.

Stichting Westerlaken Foundation nevertheless maintains its own responsibilities and decision-making.

The Dutch Foundation determines whether activities it finances or supports correspond with its own statutory objectives. Funds received by Stichting Westerlaken Foundation are not automatically transferred to another organisation merely at the instruction of a donor.

The Foundation may assess proposed activities, request information concerning their implementation, monitor progress and evaluate whether expenditure corresponds with the intended public-benefit purpose.

The Chairperson of Stichting Westerlaken Foundation is a member of the Board of Advisors of Yayasan Westerlaken Alliance Indonesia. He is not a member of the Indonesian foundation's governing board. This arrangement facilitates substantive coordination and oversight while maintaining the separate governance of both organisations.

In 2026, Stichting Westerlaken Foundation intends to further strengthen this model of cooperation.

6. Policy priorities for 2026

The Foundation's work in 2026 will continue to be organised around four principal areas:

- Human and Children's Rights
- Marine and Coastal Environment
- Emergency Relief
- Cultural Heritage

Across these four areas, increased emphasis will be placed on advocacy, knowledge sharing, capacity development, research and systemic change.

7. Human and Children's Rights

7.1 Family-based care and Stop Orphanages

The prevention of unnecessary institutionalisation of children remains a major policy priority.

The Foundation will continue to support the principles underlying its Stop Orphanages programme: children should not be separated from their families because of poverty, lack of access to education or other circumstances that could reasonably be addressed through appropriate family and community support.

The Foundation therefore intends to support activities concerning:

- prevention of unnecessary placement of children in residential institutions;
- assessment of children currently living in institutional care;
- family tracing and assessment;
- responsible reunification;
- family strengthening and follow-up;
- professionalisation of child-protection practices;
- research and data collection;
- advocacy and public awareness; and

- development and dissemination of knowledge concerning family-based care.

Reunification will not be treated as the simple physical return of a child to a family. It is a process requiring assessment, preparation, safeguarding, support and monitoring.

7.2 Towards structural change

In 2026, particular attention will be given to translating practical experience with reunification and family-based care into approaches that can be used more widely.

The ambition is to contribute to greater consistency in how organisations assess, prepare, undertake and monitor family reunification.

Where possible, the Foundation will support dialogue between civil-society organisations, professionals, communities and relevant governmental institutions with the longer-term objective of embedding effective approaches within existing child-protection systems.

The Foundation seeks thereby to move beyond individual cases towards systemic change.

7.3 Advocacy in the Netherlands

The responsibility for children's rights in Indonesia is not limited to organisations operating in Indonesia.

Dutch and other international organisations provide substantial support to children's homes, residential institutions and child-related programmes abroad. The way such funding is provided can have direct consequences for children and families.

Following activities undertaken in the Netherlands in 2025, including training for Dutch NGOs supporting children's homes and child-care initiatives in Indonesia, Stichting Westerlaken Foundation intends to continue its Dutch advocacy and knowledge-sharing role in 2026.

Activities may include training, meetings, consultations, presentations and direct engagement with NGOs, donors and other relevant stakeholders.

The objective is not merely to raise awareness but to encourage funding and support practices that strengthen families and communities rather than unintentionally incentivising unnecessary institutionalisation.

8. Marine and Coastal Environment

The Foundation will continue to support initiatives concerning the protection of Indonesia's marine and coastal environment.

Its approach combines conservation, animal welfare, research, responsible rehabilitation and advocacy.

8.1 Marine animal rehabilitation

The Foundation supports the principle that rehabilitation of marine animals should, wherever scientifically and ethically appropriate, work towards the greatest feasible degree of independence from human care.

Sea-based rehabilitation environments can provide an important intermediate stage between captivity or intensive rehabilitation and potential release.

The Foundation will continue to support responsible rehabilitation models that prioritise animal welfare, professional assessment and minimal unnecessary human interaction.

8.2 Captive marine animals

Advocacy concerning the welfare and future of captive marine mammals remains part of the Foundation's work.

The Foundation will promote approaches based on animal welfare, scientific evidence and realistic pathways towards improved living conditions, rehabilitation and, where appropriate and feasible, release.

The Foundation does not regard tourism interaction as the purpose of rehabilitation facilities. Rehabilitation should primarily serve the needs of the animals concerned.

8.3 Research, education and advocacy

The Foundation may support research and knowledge development concerning marine conservation, coastal ecosystems, marine-animal welfare and the relationship between tourism and the marine environment.

Where research or practical experience identifies opportunities for better practices, the Foundation may use this knowledge for education, advocacy and dialogue with relevant stakeholders.

9. Emergency Relief

Indonesia remains highly exposed to earthquakes, volcanic eruptions, floods, landslides and other emergencies.

Stichting Westerlaken Foundation will therefore maintain its capacity to support emergency-relief activities.

The Foundation's role may include fundraising, provision of financial support, coordination with Indonesian partners, mobilisation of networks and assistance with the procurement or distribution of necessary resources.

Wherever circumstances allow, emergency relief should move beyond short-term distribution alone.

The Foundation favours interventions that strengthen the capacity of affected communities and contribute to recovery, resilience and self-reliance.

Cooperation with local organisations is central to this approach. Local actors generally possess the strongest understanding of affected communities, geography and immediate priorities.

In 2026, the Foundation will therefore continue to prioritise locally embedded responses and cooperation rather than creating parallel structures unnecessarily.

10. Cultural Heritage

Cultural heritage is inseparable from identity, history and community.

Stichting Westerlaken Foundation will continue to support initiatives concerning the identification, preservation, responsible management and, where appropriate, return of cultural heritage connected with Indonesia.

Particular attention may be given to objects that left Indonesia during colonial or other historically unequal circumstances and for which questions of ownership, provenance or appropriate custodianship remain relevant.

The Foundation may support provenance research, dialogue with museums and private holders, engagement with communities of origin, advocacy and practical processes surrounding restitution or repatriation.

The Foundation recognises that cultural heritage should not be approached exclusively as a question between states or institutions. Communities with historical, cultural or spiritual relationships to objects should have a meaningful voice in discussions concerning their heritage.

Where appropriate, the Foundation will therefore support approaches that place communities and legitimate cultural stakeholders at the centre of decision-making.

11. Research, advocacy, knowledge sharing and systems change

Research and advocacy will remain integral components of Stichting Westerlaken Foundation's activities in 2026.

For the Foundation, advocacy does not simply mean public campaigning. It can include professional dialogue, research, training, consultation, development of standards, meetings with institutions, publication of information and bringing together stakeholders who would otherwise work separately.

Knowledge generated through practical programmes and longitudinal research should be used to improve future practice and preparedness.

The Foundation's continuing research on the long-term effects of COVID-19 on communities in Southeast Asia - supported through NHL Stenden University of Applied Sciences, with cooperation involving Edith Cowan University and researchers across Southeast Asia - is an important example of this approach.

By following recovery, adaptation and resilience over time, this research can contribute to understanding how communities and institutions prepare for future shocks, including natural disasters, public-health emergencies and human-made disruptions.

The Foundation therefore seeks a continuous relationship between practice → evidence → knowledge → advocacy → preparedness → structural change.

Digital infrastructure, publications, online training and other communication tools are part of this work where they directly contribute to public education, professional development, advocacy, research dissemination or fundraising for the Foundation's objectives.

12. Activities in the Netherlands and internationally

Although the principal geographical focus of the Foundation's objectives is Southeast Asia, particularly Indonesia, activities undertaken in the Netherlands or elsewhere can directly contribute to those objectives.

Stichting Westerlaken Foundation therefore intends to remain active in the Netherlands in 2026. This may include:

- training and knowledge sharing with Dutch NGOs;
- meetings with foundations, donors and potential funding partners;
- advocacy concerning Dutch support for programmes in Indonesia;

- cooperation with academic and civil-society organisations;
- representation of the cooperation with Yayasan Westerlaken Alliance Indonesia;
- development of new partnerships; and
- fundraising for activities falling within the Foundation's statutory objectives.

International participation in relevant conferences, professional meetings and networks may also be undertaken where this demonstrably contributes to the Foundation's objectives. Travel and representation are therefore not objectives in themselves. They must have a substantive relationship with the Foundation's public-benefit activities.

13. Project selection, monitoring and evaluation

Stichting Westerlaken Foundation acts from its own statutory objectives and responsibilities.

Requests for financial support or cooperation are therefore assessed according to their relevance to those objectives.

Factors considered may include:

- contribution to one or more statutory objectives;
- expected public benefit;
- demonstrated need;
- feasibility;
- safeguarding and ethical considerations;
- sustainability;
- capacity of the implementing organisation;
- opportunities for structural rather than exclusively temporary impact; and
- the ability to account for the use of funds.

The Foundation may establish additional project-specific requirements where appropriate.

Funding provided by Stichting Westerlaken Foundation should be traceable to the activity for which it was intended. Depending on the nature and scale of the project, the Foundation may request narrative reports, financial information, supporting documentation, progress updates or other evidence of implementation.

Monitoring should be proportionate. The objective is meaningful accountability rather than unnecessary administrative burden.

Lessons arising from supported projects may subsequently inform future project selection, advocacy or policy development.

14. Fundraising and income policy

Stichting Westerlaken Foundation intends to finance its activities through a combination of:

- private donations;
- recurring donors;
- grants from foundations and other organisations;

- project-specific contributions;
- fundraising campaigns; and
- other contributions compatible with its public-benefit objectives.

The Foundation may undertake fundraising directly in the Netherlands and internationally.

Fundraising is not considered separate from the Foundation's mission where it simultaneously contributes to awareness, partnership development and engagement with organisations capable of supporting sustainable change.

Where appropriate, donors may indicate an area or project they wish to support. Stichting Westerlaken Foundation nevertheless retains responsibility for determining whether accepting and applying such funds is compatible with its own statutory objectives.

The Foundation does not intend to function solely as an administrative conduit through which a donor transfers money to a third party.

An increasing proportion of funding for programmes in Indonesia may continue to be received directly by Yayasan Westerlaken Alliance Indonesia. Such funds do not constitute income of Stichting Westerlaken Foundation and will consequently not appear in its financial accounts.

15. Financial and reserves policy

Stichting Westerlaken Foundation does not seek to accumulate capital beyond what is reasonably required for the continuity of its activities and foreseeable obligations.

Funds received by the Foundation should therefore be used within a reasonable period for activities contributing to its statutory objectives.

A limited balance may be carried forward between financial years where necessary for ongoing or planned activities, contractual or administrative obligations, continuity, or anticipated project expenditure.

The Foundation may establish a designated or continuity reserve if future circumstances make this reasonably necessary. Any such reserve must be connected to the Foundation's activities and must not constitute unnecessary accumulation of assets.

At the end of 2025, the Foundation maintained only a limited bank balance. The policy for 2026 remains one of purpose-driven expenditure rather than structural accumulation of capital.

16. Remuneration policy

Members of the Board receive no remuneration for performing their duties as Board members.

Board members may be reimbursed for expenses actually and reasonably incurred in the performance of their duties and may, where applicable, receive non-excessive attendance fees within the limits permitted for an ANBI.

Stichting Westerlaken Foundation has no paid employees at the beginning of 2026.

Should the nature or scale of the Foundation's activities in future require paid professional support, any remuneration will be reasonable, proportionate to the work performed and compliant with applicable ANBI requirements.

17. Communication and transparency

Transparency is an essential component of responsible charitable governance.

Stichting Westerlaken Foundation will therefore continue to publish information concerning its objectives, governance, activities and financial position through its website and its ANBI reporting.

The Foundation intends to communicate not only successful outcomes but also the reasoning underlying its work.

This is particularly important in areas where established practices are being challenged, such as institutional care for children, rehabilitation of formerly captive marine animals and restitution of cultural heritage.

Communication is therefore both a transparency mechanism and, where directly connected with the statutory objectives, an instrument for education and advocacy.

18. Policy agenda 2026

Human and Children's Rights

- Continue the Stop Orphanages programme and advocacy against unnecessary institutionalisation of children.
- Support family tracing, assessment, responsible reunification and family strengthening.
- Contribute to the further professionalisation and standardisation of reunification practices.
- Develop and disseminate knowledge that can contribute to broader structural improvements in alternative care and family-based care.
- Continue advocacy and training directed at Dutch and international organisations supporting children's institutions and child-care programmes in Indonesia.

Marine and Coastal Environment

- Support responsible rehabilitation of marine animals and approaches that prioritise animal welfare and, where appropriate, progression towards release.
- Support research, knowledge sharing and advocacy concerning marine conservation and the welfare of captive marine animals.
- Promote responsible interaction between tourism, communities and the marine environment.

Emergency Relief

- Maintain organisational readiness to respond to disasters and humanitarian emergencies in Indonesia and, where appropriate, elsewhere in Southeast Asia.
- Support locally led emergency responses and interventions that contribute to recovery and resilience.
- Mobilise Dutch and international networks and funding when circumstances require.

Cultural Heritage

- Continue identifying opportunities for the return or appropriate management of Indonesian cultural heritage.
- Support provenance research, dialogue and advocacy concerning objects held outside their communities of origin.

- Promote meaningful involvement of communities and legitimate cultural stakeholders in restitution processes.

Research, advocacy and institutional development

- Continue longitudinal research into post-COVID recovery, resilience and preparedness in Southeast Asia in cooperation with academic partners.
- Strengthen the Foundation's role in advocacy, professional training and knowledge sharing in the Netherlands.
- Develop relationships with Dutch and international donors, foundations, NGOs, academic institutions and other partners.
- Continue to strengthen governance, monitoring and evaluation within the cooperation with Yayasan Westerlaken Alliance Indonesia.
- Maintain Stichting Westerlaken Foundation as an operational Dutch organisation capable of receiving and deploying funds for its statutory objectives when required.

19. Continuity and outlook

The development of Stichting Westerlaken Foundation reflects a broader development in international cooperation.

Effective partnerships should not unnecessarily centralise resources and decision-making in Europe when capable local organisations can manage programmes closer to the communities concerned.

The increasing ability of Yayasan Westerlaken Alliance Indonesia to receive and manage project funding directly should therefore not be regarded as a diminishing role for Stichting Westerlaken Foundation. It represents an evolution of that role.

The Dutch Foundation increasingly contributes through its network, advocacy, expertise, fundraising, research, oversight and ability to connect Indonesian initiatives with organisations and institutions in the Netherlands and internationally.

At the same time, maintaining an operational Dutch foundation provides important institutional continuity. Regulatory, administrative and financial circumstances affecting civil-society organisations and international funding can change. Stichting Westerlaken Foundation therefore intends to retain the capacity to receive, manage and make funding available for qualifying activities whenever circumstances require this.

The objective is not institutional growth for its own sake.

The objective is to maintain the structure necessary to advance the Foundation's public-benefit purposes effectively, responsibly and sustainably.

For 2026, Stichting Westerlaken Foundation will therefore continue to combine direct support with advocacy, practice with research and knowledge, and individual interventions with systems change.

20. Closing statement

Stichting Westerlaken Foundation enters 2026 with a clearer definition of its role than in previous years.

The Foundation remains committed to its four statutory fields: human and children's rights, the marine and coastal environment, emergency relief and cultural heritage.

At the same time, the Foundation recognises that sustainable impact cannot be measured solely by the amount of money transferred or the number of individual activities financed.

Impact also lies in preventing a child from being unnecessarily institutionalised; enabling a family to care safely for its children; changing how organisations fund children's care; creating a responsible pathway from captivity towards rehabilitation; strengthening local emergency-response capacity; returning cultural heritage to the communities to which it belongs; building evidence about resilience and preparedness; and transforming practical experience into standards, policy and better practice.

That is the direction Stichting Westerlaken Foundation intends to pursue in 2026.

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