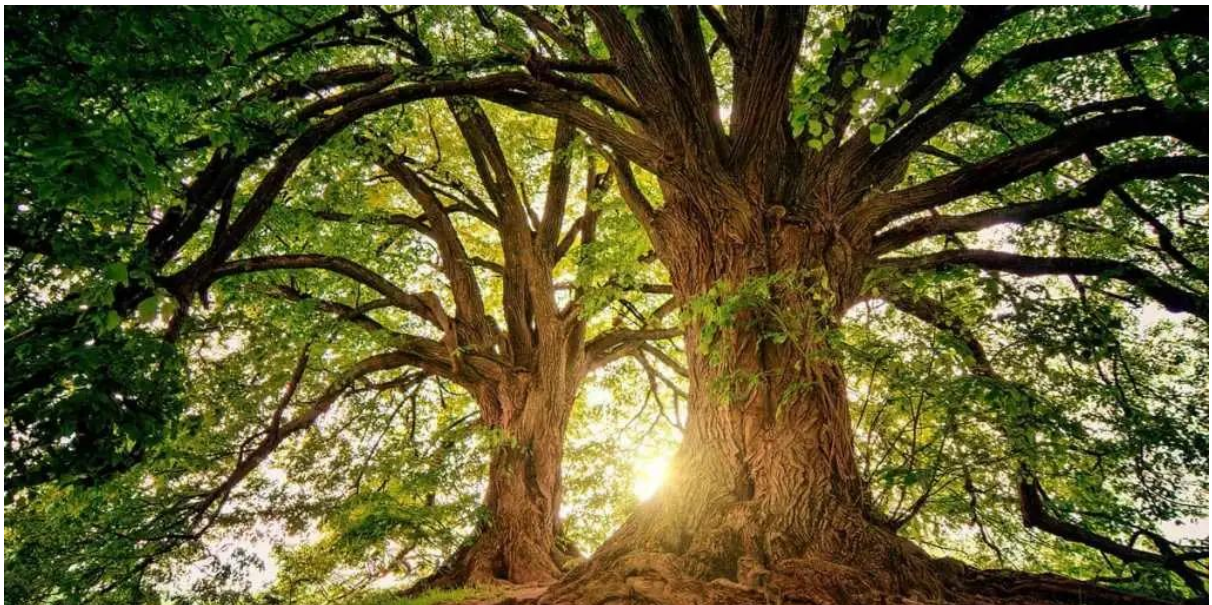




Tree of Life Foundation

Policy and Action Plan, 2025 - 2030



*'For we are His workmanship,
created in Christ Jesus for good works,
which God prepared beforehand
that we should walk in them.*

Ephesians 2:10



Content

1 Foundations

- Vision and Mission
- Target Group
- Approach and Core Values
- Strategy
- Objectives

2 Organisation

- Board
- Fieldworkers
- Employees
- Partners
- Finance

3 Five-Year Plan

- Introduction
- Action Plan



1. Foundations

Vision & Mission

Our vision is to come alongside people in poverty to enable them to build a hopeful future in God's creation. Our mission is to work on restoring relationships and increasing self-reliance for people in poverty.

Target Group

There are 815 million malnourished people in the world, 50% of whom are farmers.¹ We focus primarily, but not exclusively, on this group of poor farmers and their families. With the simple idea: 'stop hunger, help a farmer.' We do this regardless of ethnic background, religion, gender or political preference. Our primary areas of focus are sub-Saharan Africa and Southeast Asia.

Approach & Core Values

We work together with poor African farmers and come alongside them to help them build a better life for themselves and their children. A life with sufficient food and a stable income. Our approach is to come alongside them and not to 'take over'. So that they can learn to be faithful stewards of their scarce resources and a sustainable future comes within reach. We look at what skills and possessions someone has and work with them. Our projects become self-sufficient, can multiply themselves and are based on our Christian core values of discipleship and sharing with each other.

Strategy

Local Presence

We work together with an (entrepreneurial) network in the Netherlands, local partners and village communities in our project countries towards their reliance as a community². The hubs from which we initiate this development are our local training centres. These centres consist of training and group facilities, demonstration and production fields, possibilities for product processing and sales. The training centres are examples of self-reliant communities. From the training centres, a range of (village) development projects are initiated in a cooperative form.

Meeting primary needs together

With local (village) communities we jointly identify the primary and secondary needs and then address them. This creates connection and local ownership. Needs are often access to clean drinking water, food security and fuel. We train the community in stewardship to manage the new sources well and we take care of local stakeholders. To obtain food security we train farmers in disciplines from conservation agriculture, permaculture and from here we want to expand this discipline with agroforestry, holistic grazing, natural medicine and building, landscape restoration and good water management.

¹ Bron: Schatting van de FAO, The State of Food Security and Nutrition in the World, 2017 p. 7

² Collaboration: the collective ability to perform actions that people perform in ordinary life without professional interference.



Multiply by Sharing

In order to maintain food security, we train village or church based groups of farmers. We invite successful farmers to grow into trainers. These local trainers coach farming families in subgroups for a long time. This creates a 'learning community' and jobs are created for these agricultural trainers. If a surplus in food production occurs locally, we train and facilitate product processing and trade in order to get a sustainable mini-economy going.

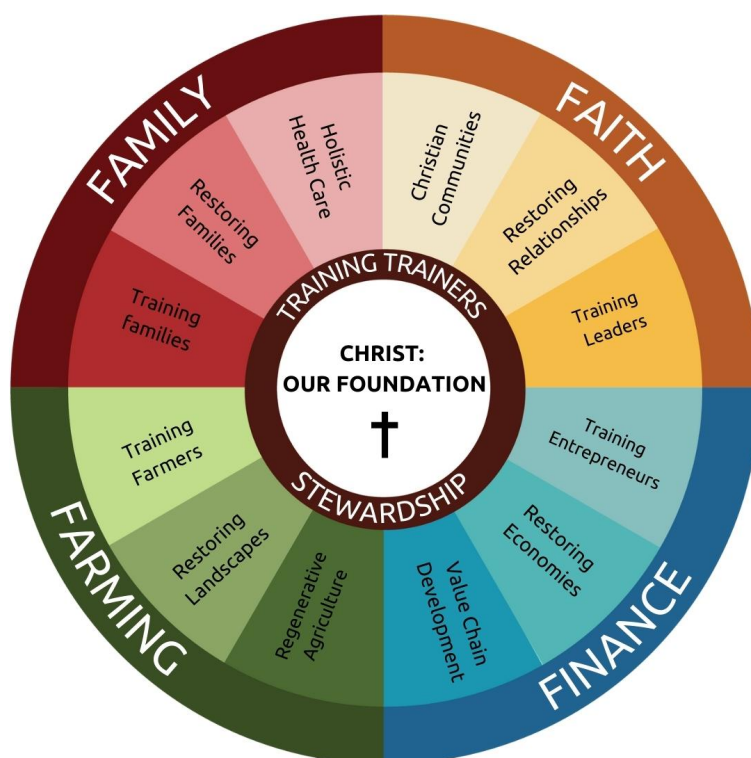
Future-proof

An important pillar in our approach is the active involvement of children and young people. By allowing them to participate in sports, education and training in the learning community, we contribute to a hopeful future for the next generations. Good use of scarce resources in an impoverished environment immediately increases the chances of survival and development. A farmer often owns little more than his two hands and a piece of land. Jointly applied stewardship enables a community to provide for its essential material needs together. Efforts are also being made to generate local income at the training centres and economic development of the villages.

Comprehensive approach

Poverty is not only a lack of material things, but first and foremost a brokenness in relationships. The relationships with God the Creator, with fellow human beings, with oneself and with nature are often damaged. These need to be restored.

In addition, there are challenges due to the lack of skills, knowledge, opportunities and perspective. Poverty often brings uncertainty and resignation. All this requires a comprehensive approach. If the mentality of people is not addressed, material aid is no more than a plaster on the wound. We therefore offer training and facilities in agriculture, family values, finance, Christian faith and health in order to grow together into a thriving community. This comprehensive (holistic) approach is shown in the figure on the right.





Objectives

Our **mission** is to work with our partners to increase the self-reliance of people in poverty. How do we want to achieve this in the next five years?

- 1) Further develop our approach to enable growth in self-reliance and share the Gospel within the target group.
- 2) Continue to build a professional organization that can sufficiently support projects for the target group.
- 3) Expand actively involved partners in the Netherlands and worldwide who contribute in finances and expertise to jointly make a hopeful future possible for people in poverty.

These main goals are further elaborated in two parts. First a Five Year Plan for the supporting organization, and an Annual Plan every year in which the goals are elaborated. The first is included below, the Annual Plans are for internal use.

2. Organisation

Board

The board consists of volunteers and is unpaid. It currently consists of a chairman, secretary, treasurer and two general members.

Employees

Through specifically designated donations and a contribution from project gifts, it is possible to employ 2 to 2.5 FTEs for the organization.

Fieldworkers

In the collaborative relationships with field workers we distinguish four roles for Tree of Life (TOL).

- 1) TOL comes alongside as a trainer / consultant
- 2) TOL comes alongside as a facilitator
- 3) TOL comes alongside as a project partner
- 4) TOL comes alongside as a partner in a training center

Finances

The work of the Tree of Life Foundation is financed by donations from private individuals, companies, churches and endowment funds.



Acquiring Funds

Our primary recruitment strategy is partner development, where we focus on personal relationships and challenge people to become partners of a project and/or the entire mission for a long-term period. Project visits and active participation in the implementation are facilitated where possible. Secondary is raising money through project proposals to funds and presentations and media expressions for companies, churches and individuals.

Management and Expenditure of Assets

Budgets are drawn up annually and approved by the board. Quarterly figures are included in the quarterly meetings. All projects have their own project budgets and annual plans. The foundation is not for profit and no debts are incurred. The foundation does not hold any capital that is greater than the required continuity reserve and emergency funds. The annual accounts are compiled and audited by an external accounting firm on the basis of RJK C2 or RJ 650. For more information, see the annual accounts.

3. Five-year Plan Organization (2025 - 2030)

Introduction

As an introduction to the action plan, here a few sentences about the culture, expertise and staffing of Tree of Life. This is followed by an action plan based on the main goals already mentioned.

Culture

In 5 years, Tree of Life will be an agile, professionally organized organization that stays on course through prayer and revelation from God. Tree of Life is distinctively Christian through the mutual love and service of its employees and a flat organizational structure of open teams that overlap and support each other.

Expertise

In five years Tree of Life has developed into *the* missionary organization in the Netherlands that specializes in the development of regenerative agriculture in impoverished rural communities. Unique elements are the centrality of the Gospel and the practical emphasis on discipleship and restorative agriculture.

Academy of Best Practices

In five years, the training centre in Mitongwe, Malawi will function as a fully-fledged 'Academy of Best Practices'. Here, our approach will be further developed, scientifically substantiated and further disseminated. Mitongwe contributes to the development of various tools and offers a fully-fledged, multilingual curriculum and training courses of 'best practices' developed in all areas of focus (FFFF). Tree of Life and its partners make this accessible to third parties in various ways; online courses and library, podcasts, books and practical training courses in development areas. It also offers training courses and consultancy in this theme to third parties in the Netherlands and abroad. The Tree of Life app makes content available to interested parties.

Training centers

In the coming five years, Tree of Life will continue to focus on building training centres in various development areas. It will reduce its involvement in other types of projects. A distinction can be made between a local, regional and (inter)national centre.

Areas of Interest

In a small organization there are many people who do many things of different specializations. As the desired growth will be realized, we foresee that teams will emerge. We find hyperspecialization undesirable and we want to maintain the small-scale character, with the focus on intensive cooperation.

Plan of Action

The policy plan identifies three main objectives. By combining these with the above areas of focus, we further specify these objectives.

Main Objectives

- 1) Further develop our approach to enable growth in self-reliance and share the Gospel within the target group.
- 2) Continue to build a professional organization that can sufficiently support projects for the target group.
- 3) Expand actively involved partners in the Netherlands and in the project countries to create a hopeful future for people in poverty together.

TREE OF LIFE - 2025 - 2030

Main Objective 1:

Further develop our approach to enable growth in self-reliance and share the Gospel within the target group.



SUB GOALS	KPIs	STRATEGIES	Approach
Our approach is proven and available in course materials for teachers, trainers and farmers in the Tree of Life app and other media and is offered in various training and consultancy products. Knowledge & Expertise	- Course material has been delivered for training and consultancy in discipleship and regenerative agriculture. - The Tree of Life app and other media have been developed to make this available. - The interventions have been tested in practice and recorded in reports. - Training and consultancy is offered to (third parties who work with) the target group.	- Expertise team & PR team will write and design. - Execute feedback loops with practice teams, possibly through (online) conferences. - Have app built and promoted. - Draw up certification competencies. - Organize training and consultancy. - Realize specific funds for this purpose.	- Appoint curriculum coordinator. - Inventory of needs and existing materials. - Team of experts, teachers, trainers and other NGOs to work together to write lessons. - PR + IT team to create relevant media expressions. - Consultancy team to provide training
Tree of Life wants to train 50 agricultural trainers in its project countries, who will each train at least 50 farming families and guide them for a maximum of three years or until self-reliance is achieved, and while doing this share the Gospel. Project Development	2 or more teachers teach the full curriculum. 50 students have successfully completed training and are employed as agricultural trainers. 2500 farming families have achieved food security and are producing a marketable crop.	- Realize specific funds with churches and capital funds. - Train and facilitate current field workers to act as teachers. 50 students obtain the certificate as agricultural trainer. 2500 farmers complete the full curriculum and are part of a Tree of Life cooperative.	- Project coordinator arranges potential teachers and students. - Coordinate and monitor training programs. - Coach and monitor trainers in practice. - Develop and implement model for cooperation (specific per country).

TREE OF LIFE - 2025 - 2030

Main Objective 2

Continue to build a professional organization that can sufficiently support projects for the target group.



SUB GOALS

An efficient and professional administration that supports the organization and its employees and projects.

Administration

Build a support structure to enable various teams to function optimally and work together.

HR

KPIs

- Complete administration meets requirements of the ANBI, WBTR and CBF certifications.
- Annual (financial) publications comply with RJK C2 or RJ 650 for 'Small fundraising organizations'
- Appointment of new (financial) administrator.
- Insurances adequate.
- Annual control cycles are functioning.

- Roles within the current team have been described and filled appropriately and preparations have been made for expansion.
- Volunteers do what they do best and their contribution is appreciated.
- Board tasks are performed with skillful enthusiasm.
- Field workers are supported in a constructive collaborative relationship.

STRATEGIES

- Establish and set up financial and administrative (control) cycles in Monday.
- Assign and monitor administrative tasks to board members.
- Collaborate with accountant to improve financial administration.
- Salary administration outsourced.
- Set up administration to be transferable to others.

- Establish job profiles.
- Employee satisfaction is measured annually.
- Establish and monitor organization-wide annual planning.
- Establish HR cycle for all stakeholders: employees, volunteers and field workers.
- Conduct annual team building and retreat.

APPROACH

- Work with office manager to create task inventory and annual schedule in Monday.
- Assign process owners and task owners.
- Make choices what to outsource and what to do yourself.
- Raise funds to hire administrator.

- Office manager establishes HR cycle to include: periodic performance review, appreciation, prayer, encouragement, etc.
- Office manager monitors annual planning and organizes tasks.
- Annual evaluation of terms of employment, job, task profiles and relationship with all stakeholders.

TREE OF LIFE - 2025 - 2030

Main Objective 3:

Expand actively involved partners in the Netherlands and in the project countries to create a hopeful future for people in poverty together.



SUB GOALS

Professionalize PR and fundraising

Partner Development

KPIs

- 15% growth in contribution from churches
- 15% growth in contribution from endowment funds
- 10% growth in private contributions
- 15% growth in contribution from companies
- 15% growth in structural, unearmarked donations
- Hire a team member who raises funds.

STRATEGIES

- Mapping out potentially involved churches and proactively approach them with propositions.
- Professionalize approach and relations with capital funds.
- Continue to invest in personal contact with private individuals and companies.
- Execute PR and communication plan.

APPROACH

- Appoint contact persons within Tree of Life for churches, funds, private individuals and companies.
- A team member for fundraising will be searched for latently in 2025, actively searched from 2026.
- Schedule fixed contact-with-target group moments in the agenda.
- Hiring PR and Communications officer 2027/28

Within five years, each Tree of Life training center will bear its own operational costs through income from the project country itself with the help of partners.

Project Development

- By the end of 2025, each training center will have a revenue generation project plan.
- The first steps to enable income generation will have been taken at the end of 2026.
- By 2028, operational costs will be covered by at least 50%.
- By 2030 operational costs will be 100%.

- MOU with missionaries.
- Coaching missionaries in project countries to make, implement and adjust plans.
- Schedule appointments and consultations
- Provide missionaries with access to knowledge, expertise and training where necessary.
- Realizing investment capital.
- Developing frameworks for expertise 'in-house', when necessary from third parties.

- Pray for right advisors and plan.
- Set up a board of entrepreneurs who advise and invest as partners.
- Market research to see and seize opportunities.
- Entering into local partnerships and offering products.
- Value chain development.
- Scale up production and sales.

For further questions or comments, please contact us using the details below:

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WIJ DOEN
MEE MET
**missie
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