



**Unisfere Foundation**  
*Stichting Unisfere*

# Policy Plan

2026–2031

May 2026

UNISFERE FOUNDATION / STICHTING UNISFERE

## Stichting Unisfere / Unisfere Foundation

*Beleidsplan / Policy Plan 2026–2031*

<b>Website</b>	www.unisfere.com
<b>Chamber of Commerce</b>	98420747
<b>IBAN</b>	NL 52 BUNQ 2166503063 t.a.v. Stichting Unisfere
<b>BIC</b>	BUNQNL2A
<b>RSIN</b>	868486401

***“Together Toward Sustainable Development”***

Mohammad Tahir Ghori — Unisfere Foundation

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# 1. Foreword

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You are now reading the 2026–2031 policy plan of Stichting Unisfere, also known as the Unisfere Foundation. This document sets out our strategic direction for the coming five years and serves to inform donors, volunteers, international partners, and other stakeholders about our mission, vision, and approach. It also provides a transparent overview of how we operate and how we intend to achieve our goals.

By law, a foundation must be established through a notarial deed — the statutes — which formally appoints the board members. Following this, the foundation is registered with the Chamber of Commerce and reported to the Tax Authorities. The preparation of a policy plan is strongly advised thereafter. This plan is also essential for acquiring the status of a Public Benefit Organisation (Algemeen Nut Beogende Instelling – ANBI). In drafting this document, we have taken into account the requirements for ANBI recognition. This status offers important advantages: donors — both individuals and organisations — may deduct their contributions from taxes, and the foundation is exempt from paying tax on received donations and gifts.

Stichting Unisfere was officially incorporated in September 2025 with the aim of supporting individuals, organisations, and communities in developing countries — particularly Afghanistan — on their path toward sustainable development. Our focus areas include education, health, economy, climate change, disaster response, emergency aid, and environmental sustainability.

Over the three years prior to formal registration, we were actively and voluntarily engaged in educational initiatives for Afghan youth. Our most significant program has been the Unisfere Research Fellowship — an initiative that has empowered hundreds of Afghan students and recent graduates, especially girls who currently lack access to education, with training in sustainable development, research methodology, and mentorship. Its success inspired the formal establishment of the foundation.

The name Unisfere stands for “united for a sustainable sphere,” reflecting our commitment to supporting individuals and organizations through youth empowerment in education, health, economy, and environmental sustainability.

This policy plan provides insight into:

- The foundation’s mission, vision, ambition, and objectives
- Our activities and projects
- Financial management and asset allocation
- Fundraising strategies
- Governance and board operations

This document is intended for all stakeholders of the foundation, in particular our potential donors. It also serves as a guiding framework for the board to develop and implement our strategy over the coming years.

*Zuidplas, May 2026*

## 2. General Information and Board

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### General

<b>Statutory name</b>	Stichting Unisfere
<b>Legal form</b>	Stichting (Foundation)
<b>Statutory seat</b>	Gemeente Zuidplas
<b>KvK number</b>	98420747
<b>RSIN / Fiscal number</b>	868486401
<b>IBAN</b>	NL 52 BUNQ 2166503063 t.a.v. Stichting Unisfere
<b>BIC</b>	BUNQNL2A
<b>Address</b>	Zevenhuizen, Zuidplas, The Netherlands
<b>Phone</b>	0031 683090727
<b>Website</b>	www.unisfere.com
<b>Email</b>	info@unisfere.com / fellowship@unisfere.com
<b>First registration</b>	29 September 2025
<b>SBI-code</b>	88999 — Overige welzijnszorg
<b>Area of work</b>	International — primary focus: Afghanistan
<b>Target group</b>	Individuals and organizations

### Board

<b>Name</b>	<b>Title</b>	<b>Authority</b>
<b>Ghori, Mohammad Tahir</b>	Chairperson	Jointly authorised
<b>Monir, Jamilurahman</b>	Secretary	Jointly authorised
<b>Yaqubi, Noor Ahmad</b>	Treasurer	Jointly authorised

Board members receive no financial compensation for their board activities. All board work is carried out on a voluntary basis, ensuring all resources are directed toward the foundation's mission.

## 3. Mission, Vision, and Ambition

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### Our Mission

At Unisfere, our mission is to bridge gaps between local and global communities by promoting research, sharing knowledge, and empowering youth and professionals with the tools and skills they need to tackle pressing challenges and unlock opportunities for sustainable development.

For its first five years, Unisfere foundation supports the Afghan people — both within Afghanistan and in the diaspora — through sustainable, community-driven projects in education, healthcare, economic wellbeing, environment, and emergency aid. We focus especially on academic development, youth empowerment, and self-reliance, believing that education is the foundation for long-term change.

We are impartial and independent, offering assistance based on need and capacity. Our work prioritises vulnerable groups — particularly youth who have limited or no access to education. We collaborate with carefully selected local and international partners to ensure quality, relevance, and sustainability.

### Our Vision

To be a catalyst for positive change by fostering impactful research, building capacity, and empowering individuals and organizations to create sustainable, informed solutions for a better tomorrow.

For its first five years, the Unisfere Foundation envisions a future where Afghan youth — especially girls — have equal access to education, opportunities, and the tools to build self-reliant and sustainable lives. In a country where education has been systematically restricted, we aim to restore hope and opportunity through inclusive learning, empowerment, and development.

### Our Ambition

Our ambition is to grow from a grassroots, volunteer-driven organization into a recognised, sustainably funded foundation delivering impact across multiple areas of individuals and community development. Between 2026 and 2031, we aim to:

- Secure ANBI status and CBF Quality Mark recognition
- Establish structural funding through grants, institutional donors, and recurring individual contributions
- Scale the Research Fellowship to serve larger cohorts each year
- Launch new programs in health, economic wellbeing, and women's empowerment both inside Afghanistan and in diaspora.
- Build a network of active volunteers and ambassadors in the Netherlands and internationally
- Expand our digital presence and educational reach through a podcast and YouTube channel

## 4. Objectives

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The Unisfere Foundation aims to achieve the following goals over the 2026–2031 period:

### 4.1 Education and Academic Development

- Organise educational and academic programs for Afghan youth affected by conflict, climate disaster, and restricted access to institutions
- Support youth — especially girls — through mentorship, scholarships, and structured online learning
- Maintain and strengthen the Unisfere Research Fellowship as the foundation's flagship program, expanding cohort size and publishing impact annually
- Connect Afghan youth to international educational opportunities, tools, and networks
- Provide training in sustainable development, research methodology, entrepreneurship, and self-reliance
- Launch a podcast and YouTube channel to extend educational reach and share knowledge globally
- Provide Duolingo and other language learning tools to fellows to support international academic participation

### 4.2 Economic Wellbeing

- Support youth and students in accessing online learning and skill-building programmes
- Distribute resources including vouchers and guidance to families in crisis in collaboration with local partners
- Provide microfinance access and business training to support women-led small enterprises

### 4.3 Women's Empowerment

- Help Afghan women rebuild their lives through education, skills training, and entrepreneurship
- Support women-led businesses through microfinance and mentorship
- Empower women through targeted learning programmes and leadership development
- Offer ongoing guidance and learning materials via the website and digital platforms

### 4.4 Environmental Sustainability and Advocacy

- Promote sustainability at the local level through education and community engagement
- Publish research conducted by fellowship participants as part of a campaign for sustainable development and environmental awareness
- Align all research and program outputs with the UN Sustainable Development Goals

### 4.5 Emergency Response and Humanitarian Aid

- Respond to emergency situations with life-saving assistance, with a focus on education and recovery
- Support Afghan refugees in the Netherlands with integration, labour market access, and educational guidance

## **4.6 Awareness and Outreach**

- Grow our supporter base by attracting active followers across social media platforms
- Raise awareness about the situation in Afghanistan and share updates on our core focus areas
- Use digital media — including podcasts and video content — to amplify our message and reach new audiences

## 5. Target Group and Involvement

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### Target Group

Stichting Unisfere's primary target group is Afghan youth and young professionals under the age of 35, with a particular focus on:

- Girls and women who have been denied access to secondary and higher education
- Bachelor's students and recent graduates seeking research training and academic pathways
- Afghan diaspora communities in the Netherlands seeking integration support
- Communities in Afghanistan affected by conflict, climate events, or poverty

### Involvement of the Target Group

Fellows and participants are actively involved in the programs we design. The Unisfere Research Fellowship places fellows at the centre of their own learning — selecting their own research topics, conducting field research in their home communities, and presenting findings publicly. This ensures that the research we produce is locally relevant and that fellows develop genuine ownership of their academic work.

We collect feedback at the end of each program phase through fellow surveys and mentor evaluations. This feedback directly informs the design of subsequent cohorts. We communicate with current and alumni fellows through our website, email newsletters, and social media, sharing their research and amplifying their voices.

## 6. Volunteers

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Stichting Unisfere is entirely volunteer-run. No staff member, board member, coordinator, or mentor receives compensation for their work. Volunteers are the operational foundation of everything we do.

### How Volunteers Contribute

- Program coordination — organising workshops, managing fellow communications, and coordinating mentor matching
- Academic mentorship — supervising fellows through their research projects (primarily PhD-level international researchers)
- Communications and outreach — managing social media, drafting content, and supporting the call for applications
- IT and web management — maintaining the website and digital infrastructure
- Local coordination in Afghanistan — facilitating fellow access to resources, networks, and field research support

### Volunteer Responsibilities

- Uphold the foundation's code of conduct and professional standards
- Maintain confidentiality regarding fellow data and program operations
- Communicate promptly with the board regarding challenges or concerns
- Submit any proposed activities or initiatives to the board for review and approval before proceeding

### Volunteer Growth

Between 2026 and 2031, we aim to expand our volunteer base in the Netherlands, creating a local team to support fundraising, events, communications, and outreach alongside our existing volunteer network in Afghanistan.

## 7. Partner Organisations

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Stichting Unisfere collaborates with partner organisations to expand our reach, deepen our impact, and deliver programs effectively. We enter into partnerships with organisations that share our values and mission.

### Current Partners

Partner	Role
MSSADO (Mirab Social Services and Development Organisation)	Local coordination, community networks, and participant outreach in Afghanistan
Rumi Organisation for Research	Research support and academic collaboration

### Partnership Principles

- Partners must be formally registered organisations or operate through a recognised institutional framework
- All partnerships are governed by clear agreements that define roles, responsibilities, and confidentiality obligations
- Partners are required to respect Unisfere’s privacy rules with regard to fellow data and program publications
- Progress is reviewed through regular meetings — a minimum of two formal meetings per project cycle: a kickoff meeting and an evaluation meeting
- Partners are expected to share updates and maintain transparent communication throughout the collaboration

### Seeking New Partnerships

Between 2026 and 2031, Unisfere will actively seek new partnerships with:

- Dutch universities and research institutions
- International development organisations and NGOs
- Grant-making foundations and institutional funders
- Corporate sponsors willing to support digital tools and educational resources for fellows
- Ambassadors and influencers who can expand our reach and visibility

## 8. Financial Forecast, Management, and Spending

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### Management of Assets

The board of Stichting Unisfere is responsible for managing the foundation's assets. The Treasurer maintains all financial records, oversees the bank account, and is responsible for approving expenditures and preparing financial statements.

The foundation's financial year aligns with the calendar year. Annual financial statements must be prepared within six months of the end of each financial year and published on the foundation's website in accordance with Dutch foundation law and ANBI requirements.

### Allocation of Assets

The foundation's revenues are primarily used to cover operational and program-related expenses, including:

- Digital infrastructure: website domain, hosting, and online meeting platform
- Fellow support: language learning tools (e.g., Duolingo) and internet data contributions where feasible
- Publication costs: journal submission fees for fellow research articles
- Mentor coordination: communications and coordination support
- Program materials: workshop resources, certificates, and educational materials

Funds may also be allocated to support partner organisations with similar goals operating in Afghanistan. While profit generation is not the foundation's aim, we strive to build a solid financial reserve as a safety net and to enable new initiatives.

### Board and Volunteer Remuneration

Board members and volunteers receive no compensation for their work on behalf of the foundation. Reasonable out-of-pocket expenses directly related to program delivery may be reimbursed upon submission of receipts, subject to board approval.

### Surpluses

If income exceeds expenditure, surpluses are reserved for future program activities within the same category. The general reserve may also be used to cover non-program operational costs, address shortfalls in ongoing projects, or fund small-scale emergency aid initiatives.

### Financial Prognosis 2026–2031

Stichting Unisfere has operated without external funding since its founding in 2022, relying entirely on a personal contribution of €500 from the founder and chairperson in 2023 and volunteer time thereafter. The 2026–2031 period marks the transition to sustainable institutional financing. Key financial targets include:

- Securing at least one institutional grant by end of 2026
- Building a base of recurring individual donors by 2027
- Generating sufficient income to provide stipends or internet support to Phase 2 fellows by 2028
- Establishing a financial reserve equivalent to six months of operational costs by 2029

## 9. Fundraising Strategy

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To date, the foundation has received income solely through personal contributions from the founder. In the 2026–2031 period, we will pursue a diversified fundraising strategy:

### Grants and Subsidies

- Apply for grants from Dutch and international foundations focused on education, development, and youth empowerment
- Apply for subsidies at the national, regional, and municipal level where applicable
- Develop targeted funding proposals aligned with specific program areas such as girls' education and climate research

### Individual Donations

- Recruit recurring donors who contribute monthly, quarterly, or annually
- Collect one-time donations through the website and social media campaigns
- Enable individuals to sponsor a specific fellow's internet costs, language learning tools, or research publication fees

### Institutional and Corporate Contributions

- Approach companies with a CSR focus on education or international development
- Offer sponsorship packages linked to the fellowship program
- Pursue partnerships with technology and education companies willing to donate tools or platforms to fellows

### Events and Campaigns

- Organise fundraising events in the Netherlands to collect donations and raise awareness
- Run online campaigns linked to key dates such as International Day of Education and International Women's Day
- Engage supporters to share our mission through their personal and professional networks

### Digital Revenue

- Launch a podcast and YouTube channel to share stories and promote our programs
- Explore social media monetisation where platform policies allow

## 10. ANBI Status Application

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Stichting Unisfere does not yet hold ANBI status, but we are actively preparing to submit our application to the Dutch Tax Authority (Belastingdienst). This policy plan has been drafted with the ANBI requirements in mind.

ANBI status offers significant advantages for both the foundation and its supporters:

- The foundation pays no inheritance or gift tax on donations and gifts used for the public benefit
- When an ANBI makes gifts in the public interest, the recipient pays no gift tax
- An ANBI qualifies for refund of energy tax
- Volunteers working for an ANBI may, under certain conditions, treat their contributed time as a gift to an ANBI
- Donors to an ANBI may deduct their gifts from income or corporate tax
- For periodic gifts, the donor and the ANBI must document the gift in a formal agreement
- Donors to cultural ANBIs qualify for an additional gift deduction

Our annual reports and financial statements will be published on our website in compliance with ANBI transparency obligations. We also intend to pursue the CBF Quality Mark (Centraal Bureau Fondsenwerving) in the coming years, which will further enhance our credibility and access to funding.

# 11. Communication

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## Communication Channels

Social Media: LinkedIn, Instagram, Facebook (@Unisfere)

Our primary external communication channels are social media platforms, used for: promoting the fellowship call for applications; sharing fellow research and impact stories; fundraising campaigns; partnership announcements; and program updates.

LinkedIn is our primary channel for professional and institutional audiences — funders, academic partners, and potential mentors. Instagram and Facebook serve a broader community audience including fellows, alumni, supporters, and the Afghan diaspora.

Website: [www.unisfere.com](http://www.unisfere.com)

The website serves as the foundation’s primary information hub, containing program information, the research publication archive, fellowship application portals, donation functionality, and contact information. Content is managed by the IT/Webmaster volunteer.

Email: [info@unisfere.com](mailto:info@unisfere.com) / [fellowship@unisfere.com](mailto:fellowship@unisfere.com)

General inquiries are handled by the Secretary. Fellowship-specific communications are managed by the Fellowship Coordinators.

Phone: 0031 683090727

## Communication Objectives

1. Find and engage potential partners and collaboration organisations
2. Recruit volunteer mentors and program coordinators
3. Keep fellows, alumni, and stakeholders informed about program developments
4. Raise awareness about the situation in Afghanistan and the foundation’s work
5. Build trust and credibility with donors and institutional funders
6. Drive donations and support

## Communication Management

Channel	Responsible
LinkedIn	Board / Communications Coordinator
Instagram	Communications and PR Coordinator
Facebook	Communications and PR Coordinator
Website	IT / Webmaster
Email — general	Secretary
Email — fellowship	Fellowship Coordinators
Phone	Secretary

All photographs and data featuring fellows are only published with explicit consent, in accordance with our Privacy Policy and the GDPR.

## 12. Board Acknowledgement

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Stichting Unisfere began as an informal initiative by three Afghan professionals based in the Netherlands who believed that Afghan youth — particularly girls who had been denied access to education — deserved a pathway to academic participation and global connection. We built the Research Fellowship from nothing: no funding, no legal entity, and no guarantee that anyone would apply. They did. Hundreds of them.

We could not have reached the point of formal registration without the dedication of our volunteer coordinators in Afghanistan and around the world, the international mentors who gave their time and expertise freely, our partner organisations who trusted us with their networks, and the fellows themselves who committed to rigorous research under extraordinarily difficult conditions.

To our volunteer team: your commitment to this mission, without any financial return, is what makes the foundation real. To our mentors: you connected Afghan researchers to global academic standards. To our partners — MSSADO, Rumi Organisation for Research, and Education Bridge for Afghanistan: your local knowledge and networks made it possible to reach fellows in provinces across Afghanistan. To our supporters and followers: every share, every message of encouragement, and every contribution has sustained this work.

The period 2026–2031 is where we intend to build on this foundation properly. We have the model, the track record, and the team. What we need now is the resources to scale. We invite all who share our vision for a more educated, self-reliant, and sustainable Afghanistan to join us.

*On behalf of the board of Stichting Unisfere*

**Mohammad Tahir Ghor**

Founder and Chairperson

**Jamilurahman Monir**

Co-Founder and Secretary

**Noor Ahmad Yaqubi**

Co-Founder and Treasurer

*Zuidplas, May 2026*