Policy Plan (*Beleidsplan*)
Stichting Inclusion Unfolding - Africa

Date: December 2025

Final

Note: This Policy Plan (*Beleidsplan*) is prepared to support ANBI designation and will be reviewed annually. It does not constitute legal advice; the Stichting will work with Dutch, U.S., and Kenyan counsel and tax advisors to ensure ongoing compliance in each jurisdiction.

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1. Introduction

Before you is the Policy Plan of **Stichting Inclusion Unfolding - Africa** (the "**Stichting**").

1. This Policy Plan provides an overview of: (1) the background and objectives of the Stichting; (2) its activities and policy; (3) envisaged and current projects; (4) the organisation and governance; (5) the source, management, and destination of funds; (6) the remuneration policy, (7) transparency, (8) publication & reporting, (9) risk management & safeguarding, (10) dissolution clause and (11) contact details & registry information

The Stichting is in the process of applying for recognition by the Dutch Tax Administration as a Public Benefit Organisation (A*lgemeen Nut Beogende Instelling, ANBI*). Once the Netherlands registration is complete, we will officially register Inclusion Unfolding - Africa in Kenya with the assistance of a Kenyan legal and tax advisor. The organisation is also pursuing registrations in the United States. In each country, the Stichting will engage qualified legal and tax advisors to ensure compliance with local laws, reporting, and tax requirements.

2. Background and Objectives (*Doelstelling*)

Nature of the organisation. The Stichting is a not-for-profit organisation fully oriented towards the public benefit. It has no profit motive and will devote all of its activities to serving the public interest.

Mission. *Inclusion Unfolding - Africa* works to build a future where every person - especially those too often excluded - has access to services, a voice in decisions, and the opportunity to thrive. We focus on sustainable, locally led solutions that empower marginalised African communities, particularly persons with disabilities and women and girls.

Vision. A future where marginalised voices shape the systems that serve them, building communities rooted in equity, access, and shared opportunity.

Core values. Inclusion; dignity; accessibility; gender equity; accountability; partnership; evidence-driven practice.

Geographic focus. Africa-wide with initial emphasis on Kenya and programme partnerships that may extend regionally.

How we achieve our objectives. We partner with governments, NGOs, and community-based organisations to design and deliver inclusive, locally driven, and impact-focused solutions - through support, programme partnerships, and financial contributions to local implementers in joint projects.

3. Activities and Policy (*Te verrichten werkzaamheden & beleid*)

Strategic pillars.

- **Disability Rights.** Amplify the voices of persons with disabilities; strengthen accessibility and inclusive services; challenge stigma; and advocate for full participation in society.
- **Women & Girls' Empowerment.** Advance gender-responsive policies and services; support survivors of gender-based violence (GBV) and address root causes; promote women-led solutions in education, leadership, justice, and economic opportunity.

- **Cross-cutting approaches.** Participation & co-design; safeguarding and do-no-harm; accessibility & universal design; data protection; open knowledge where appropriate; monitoring, evaluation & learning (MEL); and ethical, locally led procurement.

Types of activities:

- **1. Programme Partnerships:** We co-design and deliver initiatives in collaboration with local and international partners, from small-scale pilots to large-scale implementations. These partnerships focus on testing innovative approaches, scaling proven solutions, and ensuring sustainability through local ownership and capacity building.
- **2. Local collaborations in joint projects:** We collaborate with and provide financial contributions to local organisations in joint projects advancing disability inclusion and gender equity. Beyond funding, we offer mentoring, skill building, and opportunities to share learning, strengthen networks, and influence broader policy and practice.
- **3. Support:** We provide expert advisory support to governments, NGOs, and other institutions to strengthen inclusive policies, systems, and practices. This includes assistance, policy analysis, training, and the development of tools and frameworks that embed equity, accessibility, and community-led solutions into organisational strategies.

Annual planning & review. The Board adopts an annual plan and budget, reviews progress quarterly, and updates the plan at least once per year.

4. Envisaged & Current Projects (*Lopende en voorgenomen projecten*)
To achieve its objectives, the Stichting is committed to programs including:

1. **Safe Spaces and Support for Women and Girls Facing Violence (Kenya).** Establish community-based safe spaces, referral pathways, and survivor-centred services; train providers; strengthen local protection systems.
2. **Mentoring and Empowerment for Women and Girls (Kenya).** Leadership, education, and livelihood mentoring programmes; alumni networks; linkages to scholarships and apprenticeships.
3. **Inclusive Support for Children with Autism.** Caregiver training; inclusive education supports; service-provider capacity building; awareness campaigns.
4. **Advancing Disability-Inclusive Health.** Assistance to improve accessible health services, data systems, and policy implementation.
5. **Empowering Kenya's Deaf Community.** Language access initiatives; sign-language interpretation capacity; advocacy for inclusive public services.

Inclusion Unfolding Africa aims to achieve its mission through:

- **Programme Implementation & Partnerships** – Designing, piloting, and scaling initiatives in collaboration with local partners;
- **Capacity Building & Support** – Training, mentoring, and providing assistance to public agencies, NGOs, and community groups.
- **Research, Learning & Knowledge Sharing** – Conducting participatory research, building learning systems, and disseminating evidence through toolkits, briefs, and convenings.
- **Advocacy & Policy Influence** – Analyzing, shaping, and promoting inclusive policies and practices; engaging stakeholders to co-create solutions.
- **Communications & Storytelling** – Using strategic communications and media to amplify marginalized voices and shift public narratives.

The above outlined activities will not generate profit and are performed to serve the public benefit objective of the Foundation only. Support services fall within the scope of the Stichting's public benefit objectives and include, for example: providing support in areas such as strategic planning, partnership building, disability inclusion; monitoring, evaluation and learning; government engagement, woman and girls empowerment and sustainability. All support provided to NGOs, governments, or universities-whether through program partnerships will be undertaken solely to advance the Stichting's mission of empowering women and girls and people with disabilities. It is not anticipated that the Stichting will provide services to e.g. companies or individuals.

Further information will be published on the Stichting's website: *https://inclusionunfolding.org/*

2025 - 2026 timeline (indicative).

- **2025 (set-up year):** ANBI application, governance build-out, partnerships, fundraising preparation, website and publication framework. No external programme funding expected in 2025.
- **2026 (first full operating year):** Fundraising target USD 1,000,000 to launch projects above; progressive growth thereafter as resources allow.

5. Organisation & Governance (*Organisatie en bestuur*)

Legal form. Stichting under Dutch law.

Governing body. The Board of Directors (*het Bestuur*) of the Stichting consists of executive and non-executive Board Members. As such, the Board is a so-called "one-tier" board that has been implemented in the Articles of Association.

The executive director(s) shall be charged in particular with the day-to-day management of the Stichting. The executive director does not receive a salary for such services. This may change in the future following significant growth of the organisation. To the extent a salary will be paid for executive duties this will be subject to an employment agreement for specified executive tasks.

The non-executive directors shall be charged in particular with supervising the execution of tasks by executive directors. The task of supervising the execution of tasks by executive directors cannot be taken away from non-executive directors by division of tasks.

In general, the Board of Directors manages the Stichting and is responsible for: strategy and policy; adoption of the annual budget; management and administration of the Stichting's assets; and accepting or refusing donations in line with the objectives. Donations made under conditions contrary to the objectives will not be accepted.

Board composition. The Board consists of 1 executive director, namely: Karen Exel, and 3 non-executive directors, namely Mitchell Oguna, Ulrika Akesson, Lauren Russell.

The number of executive directors must at all times be less than the number of non-executive directors.

Representation & signatory. The Stichting is represented by the Board in accordance with the Articles of Association. The Board may adopt an internal two‑signature mandate for major commitments above a specified threshold.

Advisory Council (non‑governing). The Board may constitute an advisory group of experts and community leaders (including persons with disabilities and women leaders) to inform strategy. Advisors are non‑voting and unpaid unless separately contracted for services.

Conflicts of interest & integrity. Board members sign an annual declaration of interests; related‑party transactions are disclosed and require recusal. The Stichting adheres to integrity standards applicable to ANBIs and to anti‑bribery and anti‑corruption norms.

Remuneration. The members of the Board shall not receive any remuneration with the exception that (i) all members of the Board may receive a reimbursement of expenses incurred and/or non-excessive attendance fees (*vacatiegelden*) and (ii) members of the Board with the title "executive director" may receive a remuneration for executive duties performed based on an employment agreement all within the limitations under the ANBI rules.

6. Source, Management & Destination of Funds (*Verwerving, beheer en besteding van het vermogen*)

Sources of income. Contributions and grants from foundations, NGOs, high‑net‑worth individuals, institutional donors, corporate social‑impact programmes (CSR), and - at a later stage - crowdfunding and small‑donor giving via the website. The Stichting maintains an ethical fundraising and gift‑acceptance policy; funds from sources misaligned with mission or law will be declined.

Fundraising outlook. Receipts in 2025 are expected to be minimal while formation is underway. In 2026, the Stichting aims to raise approximately USD 1,000,000, with growth in subsequent years. The organisation has scenario‑based use‑of‑funds frameworks for USD 50k / 100k / 500k / 1M / 5M to ensure readiness and proportional scaling.

Destination (*besteding*). In line with ANBI requirements, all activities serve the public benefit. Expenditure priorities:

1. **Programme & delivery** (including collaboration with vetted local organisations in joint projects).
2. **Assistance & research** support of disability inclusion and gender equity.
3. **Essential administration** (kept reasonable and proportionate) and compliance.

Collaborations. The Stichting may collaborate with local organisations and provide financial contributions in joint projects. Due diligence includes legal status verification, safeguarding and financial controls, anti-money-laundering (AML) and sanctions screening, and outcome reporting. Multi-year contributions in joint projects include performance milestones.

Asset management (*beheer*). To preserve capital for mission use, the Stichting keeps assets limited and proportionate to its work and plans. Cash is held in reputable banks; any investments, if used, will be low-risk and mission-consistent. A modest operating reserve for fixed costs may be maintained to ensure continuity, consistent with ANBI guidance on limited assets; namely - in short - 1.5 times the average costs of the work organisation. Higher reserves are possible, but must be well justified and the justification must be properly documented.

Acceptance & use of restricted funds. Donor restrictions will be honoured; the Stichting will not accept funds that conflict with its purpose or independence.

Financial controls. Dual-control payments above set thresholds; annual budget and management accounts; independent accounting support; external audit/assurance as required by funders or thresholds.

7. Remuneration Policy (*Beloningsbeleid*)

- **Board members (*beleidsbepalers*):** *Unpaid.* The board members shall not receive remuneration for their duties. They may receive reimbursement of reasonable out-of-pocket expenses, and non-excessive attendance fees (*vacatiegeld*) only where appropriate and within ANBI norms.
- **Staff & contractors:** If and when paid positions are created (anticipated after successful fundraising), staff compensation will be modest, market-aware within

the Dutch/host-country non-profit sector, and aligned with the Stichting's public-benefit purpose. No performance-related pay linked to fundraising totals.

8. Transparency, Publication & Reporting (*Transparantie & publicatieverplichting*)

The Stichting will maintain a public ANBI page on its website and publish at least annually:

- the name, statutory objective, and contact details;
- the Board composition and remuneration policy;
- the current Policy Plan (this document);
- the objectives as described in the Articles of Association;
- an activities report and financial statement (balance sheet and statement of income and expenditure with notes) providing sufficient insight; and
- the RSIN/Tax number, KvK (CoC) number, and IBAN.
  Large-ANBI publication templates will be used if applicable. Updates will be made within six months after year-end or as prescribed.

Website & accessibility. The website will be accessible and kept up-to-date. Donation functionality may be added after formation; crowdfunding may be considered for specific projects.

9. Risk Management & Safeguarding (*Risicobeheer & integriteit*)

Key risks include fundraising shortfall, regulatory delays, partner capacity constraints, safeguarding incidents, foreign exchange/banking risk, and data protection risks.

Mitigations include diversified fundraising (including a Netherlands, U.S. and Kenya), conservative budgets, staged hiring, robust partner due diligence, safeguarding and whistleblowing policies, and General Data Protection Regulation (GDPR) -compliant data practices.

10. Dissolution Clause (*Bestedingsplan bij ontbinding*)

In the event of dissolution, any remaining assets will be allocated to an organisation with the ANBI status (or a foreign equivalent pursuing the public benefit with a similar objective), in accordance with Dutch law and the Articles of Association.

11. Contact Details & Registry Information

Legal name: Stichting Inclusion Unfolding - Africa

Registered address: Fluwelen Burgwal 58, 2511 CJ, The Hague

E-mail: info@inclusionunfoldingafrica.org

Website: https://inclusionunfolding.org/

CCI number 98365665

Legal entity RSIN: 868463279