

## **Multi-Annual Activity Plan for Simurgh Academy (2025-2027)**

### **Introduction**

This multi-annual activity plan outlines the goals, activities, and strategies for Simurgh Academy for the years 2025-2027. The focus will be on consolidating achievements, expanding programs, and preparing for significant growth starting in 2027. The plan aligns with the Academy's mission to empower refugees and people on the move to build resilience, develop leadership skills, and contribute to peaceful and sustainable equitable changes in countries of origin.

### **2025: Consolidating Achievements and Expanding Reach**

#### **Key Objectives:**

#### **1. Leadership Training for Afghan and Arabic-Speaking Groups:**

- Offer leadership courses consisting of three modules to:
  - Two new groups of Afghan participants in Turkey.
  - Start of a course for Arabic speaking participants.
- Each course will focus on leadership development, on the basis of three principles, enhancing self awareness, understanding and navigating complex local and global contexts and developing relevant leadership skills

#### **2. Launch of Alumni Program:**

- Organise the first Alumni seminar, a one-day event to:
  - Reconnect with past participants.
  - Foster continued engagement and mentorship.
  - Share best practices and success stories.

#### **3. Broaden the Network:**

- Strengthen relationships with:
  - Partner organisations.
  - Potential funders, including ongoing discussions with Porticus.
  - Renowned speakers and subject-matter experts.

#### **4. Monitoring and Evaluation (M&E):**

- Enhance existing M&E systems with:
  - Reflections from participants after each module.
  - Systematic feedback through questionnaires at the end of each course.

## **2026: Expanding Impact and Preparing for Growth**

### **Key Objectives:**

#### **1. Increased Leadership Training:**

- Expand leadership courses to:
  - Two groups of Afghan participants.
  - Two groups of Arabic-speaking participants in Turkey.

#### **2. Strengthen Alumni Engagement:**

- Conduct an advanced Alumni seminar to:
  - Encourage alumni-led initiatives and peer mentoring.
  - Provide updates on the Academy's developments and opportunities.

#### **3. Preparation for 2027 Expansion:**

- Conduct in-depth research and planning to:
  - Identify potential local partners in Afghanistan and Syria.
  - Assess the socio-political and economic contexts in both countries.
  - Evaluate funding opportunities and logistical needs for future programs.
- As these countries are undergoing dramatic changes, it is important to explore the possibilities of developing leadership talents for change in these countries of origin.
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- The largest numbers of refugees are still from these countries. Therefore, it is a desire of Simurgh Academy to explore the possibility of working with young people in these countries to develop leadership skills to build a better future for their communities.

#### **4. Network Expansion:**

- Continue building connections with:
  - National and international organisations.
  - Additional funding bodies and philanthropic entities.
- Secure partnerships that align with the Academy's mission.

#### **5. Maintain Monitoring and Evaluation:**

- Further refine M&E processes to:
  - Ensure comprehensive qualitative and quantitative assessments of all programs to evaluate impact effectively.
  - Implement feedback to improve program design and delivery.

## **2027: Scaling Up and Regional Expansion**

### **Key Objectives:**

#### **1. Expand Programs in Turkey:**

- Increase the number of leadership courses and alumni activities.
- Broaden program offerings to include:
  - Advanced leadership modules.
  - Community-based projects led by alumni.

#### **2. Potential Expansion to Afghanistan and Syria:**

- Pending research outcomes, offer pilot courses in:
  - Afghanistan, focusing on leadership and resilience in post-conflict areas.
  - Syria, focusing on leadership of rebuilding, reconciliation and peace-building initiatives.
- Establish partnerships with credible local organisations and stakeholders.

#### **3. Professionalisation of Simurgh Academy:**

- Allocate more time and resources from the founder and board.
- Finalise funding agreements with Porticus and other stakeholders.
- Develop a detailed plan for scaling operations sustainably.

#### **4. Enhanced Monitoring and Evaluation:**

- Integrate M&E systems for new regions to ensure consistency.
- Use findings to inform ongoing strategic decisions and program adaptations.

### **Budget and Resource Mobilisation**

#### **1. Maintain a consistent budget for 2025 and 2026 to:**

- Support leadership training programs.
- Fund alumni seminars and network-building efforts.

#### **2. Plan for budget growth in 2027 to:**

- Support expanded operations in Turkey and potential programs in Afghanistan and Syria.
- Ensure professionalisation and capacity-building within the organisation.

#### **3. Continue efforts to diversify funding sources through grants, donations, and partnerships.**

## Multi-Annual Budget for Simurgh Academy (2025-2027)

### Revenue Forecast

Source of Revenue	2025 (€)	2026 (€)	2027 (€)
Fred Foundation	25,000	25,000	30,000
Private Donations	10,000	15,000	15,000
Smartbiz BV	30,000	30,000	35,000
Additional Grants	12,000	44,500	107,500
<b>Total Revenue</b>	<b>72,000</b>	<b>114,500</b>	<b>187,500</b>

### Expenses Overview

#### A. Course Module-Related Costs

Expense Description	2025 (€)	2026 (€)	2027 (€)
Accommodation, Meals, Travel	38,500	55,000	70,000
Trainers/Moderators and Guest Fees	9,500	15,000	20,000
Miscellaneous Expenses	10,500	15,000	20,000
Logistical and Organizational Support	5,250	7,500	10,000
<b>Total for Course Modules</b>	<b>63,750</b>	<b>92,500</b>	<b>120,000</b>

#### B. General Operational Costs

Expense Description	2025 (€)	2026 (€)	2027 (€)
Accounting, Banking Fees	3,000	3,500	4,000
Website Maintenance	-	-	1,000
<b>Total Operational Costs</b>	<b>3,000</b>	<b>3,500</b>	<b>5,000</b>

### C. Alumni Programs

<b>Expense Description</b>	<b>2025 (€)</b>	<b>2026 (€)</b>	<b>2027 (€)</b>
One-day Alumni Seminar	2,500	5,000	10,000
Alumni-Led Initiatives	-	2,500	7,500
<b>Total Alumni Programs</b>	<b>2,500</b>	<b>7,500</b>	<b>17,500</b>

### D. Research and Expansion Preparation

<b>Expense Description</b>	<b>2025 (€)</b>	<b>2026 (€)</b>	<b>2027 (€)</b>
Research and Feasibility Studies	-	5,000	10,000
Partner Identification	-	3,000	5,000
Pilot Initiatives (Afghanistan, Syria)	-	-	15,000
<b>Total Research and Expansion</b>	<b>-</b>	<b>8,000</b>	<b>30,000</b>

### E. Contingencies

<b>Expense Description</b>	<b>2025 (€)</b>	<b>2026 (€)</b>	<b>2027 (€)</b>
Unforeseen Costs	2,750	3,000	5,000
<b>Total Contingencies</b>	<b>2,750</b>	<b>3,000</b>	<b>5,000</b>

### Total Expenses

<b>Category</b>	<b>2025 (€)</b>	<b>2026 (€)</b>	<b>2027 (€)</b>
Course Module-Related Costs	63,750	92,500	120,000
General Operational Costs	3,000	3,500	5,000
Alumni Programs	2,500	7,500	17,500
Research and Expansion	-	8,000	40,000
Contingencies	2,750	3,000	5,000
<b>Total Expenses</b>	<b>72,000</b>	<b>114,500</b>	<b>187,500</b>

## Notes

- The budget for 2026 and 2027 anticipates significant expansion of activities, particularly in Turkey, and potentially in Afghanistan and Syria.
- The need for additional funds in 2026 and 2027 will be discussed on February 19th, 2025, with Porticus in Vienna. This meeting will aim to outline the specific funding requirements for scaling activities, particularly the planned expansion in 2027 in Turkey and possibly to Afghanistan and Syria, and securing financial commitments to ensure the sustainability of the Academy's programs.
- Volunteer contributions remain critical in maintaining low operational costs. These include support in website maintenance, assistance with logistics during training modules, and participation in community outreach and fundraising efforts.

This multi-annual budget aligns with the 2025-2027 activity plan, and the expected substantial additional time spent by Farah Karimi from the second half of 2026 is crucial for realising this plan and the sustainability and growth of Simurgh Academy's mission to empower refugee communities.

## Conclusion

The 2025-2027 activity plan reflects Simurgh Academy's commitment to empowering refugees and developing committed, ethical, and highly skilled leaders with a focus on inclusivity and resilience to build resilient communities. By consolidating achievements, expanding its reach, and preparing for the next phase of scaling up, the Academy aims to make a lasting impact on the lives of participants and their communities.