AL-GHIYATH
AID FOUNDATION

Strategy Document

AL-GHIYATH AID FOUNDATION

Strategic direction, programmes, measurement and growth

Version 1.0 · Reviewed annually

Together, we bring relief to those in need

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About This Document

This document is the strategic manual of Al-Ghiyath Aid Foundation: the single reference that explains who we are, why we exist, and how we are meant to operate, long after the founding generation has moved on.

It is the comprehensive strategy document of Al-Ghiyath Aid Foundation (the “Foundation”). It is designed so that a newly appointed trustee, an incoming Executive Director, a prospective donor, an auditor, a regulator, or an implementing partner can read it and understand, with precision, how the Foundation is intended to be governed, financed, and run.

> **Order of precedence**
>
> The Foundation’s registered Constitution prevails in law. The Governance Charter governs below it. The Strategy Document and Operations Manual are subordinate to the Charter; where any of them conflicts with it, the Charter prevails.

Volume I — Strategic Direction

This volume converts identity into direction: the objectives, pillars, beneficiaries, geography, and roadmap that focus the Foundation's energy.

1.1 Strategic Objectives

The Foundation's registered purpose is expressed through four strategic objectives. Each is paired with the long-term result it serves.

#	Strategic objective	Long-term result
1	Provide immediate relief and basic needs	Vulnerable households are protected from destitution during crises.
2	Facilitate access to healthcare and medical assistance	Preventable suffering and death from lack of care are reduced.
3	Promote education and empowerment	Individuals gain the knowledge and skills to build self-reliant livelihoods.
4	Foster community support	Communities can care for their most vulnerable members — orphans, persons with disabilities, the isolated.

Cutting across all four are three organisational objectives that make the mission deliverable: build a resilient, diversified funding base; build institutional capacity and systems; and build trust through transparency, measurement, and accountability.

1.2 Strategic Pillars

Naming. In all public-facing materials — identity, website, printed matter and social media — the pillars are named Basic Needs; Healthcare Access; Education & Empowerment; and Community Support. The fuller descriptions used in this Volume and in the Foundation's objects remain the formal expressions of the same four pillars, and the mapping between them is governed by §1.4.1 of the Governance Charter.

The four objectives correspond to four programme pillars. Two cross-cutting themes — economic empowerment and community development — run through the pillars rather than standing apart, because livelihood and community ownership are means by which relief, health, and education become lasting.

Pillar 1 — Relief & Basic Needs (Emergency Relief)

Rapid, dignified provision of food, water, shelter, clothing, and essential items to households in crisis or chronic deprivation. This is the Foundation's front line: it stabilises a situation so that longer-term work becomes possible. It includes disaster response when floods, fire, or displacement strike.

Pillar 2 — Healthcare Access

Removing financial and practical barriers to care: support for medical bills and medication, medical outreaches and screening, maternal and child health, and mental health support. The pillar prioritises emergencies, treatable conditions, and preventive care that yields the greatest improvement in wellbeing per naira spent.

Pillar 3 — Education & Empowerment (including Economic Empowerment)

Opening and protecting pathways to learning and livelihood: scholarships, school supplies, and the empowerment programmes — vocational and skills training, women's economic empowerment, and youth development — that turn knowledge into income. This is where relief becomes transformation.

Pillar 4 — Community Support (including Community Development)

Strengthening the safety nets around the most vulnerable: structured support for orphans and persons with disabilities, and community-level initiatives that build local resilience and ownership. This pillar ensures that no one is left outside the circle of care.

How the pillars work together

Relief stabilises → Health restores → Education & Empowerment transform → Community sustains. A family reached first through food relief may later receive medical support, a child's scholarship, a mother's vocational training, and ongoing community follow-up — a single household moving, over time, from crisis to capability.

1.3 Sustainable Development Goals (SDG) Alignment

The Foundation's work maps directly onto the United Nations Sustainable Development Goals, which provides a common language for partners, donors, and government and a framework for measuring contribution.

SDG	Goal	Foundation's contribution
SDG 1	No Poverty	Relief, basic needs, and economic empowerment for vulnerable households.
SDG 2	Zero Hunger	Food relief and nutrition support.
SDG 3	Good Health & Well-being	Medical assistance, maternal/child health, mental health.
SDG 4	Quality Education	Scholarships, school supplies, and learning support.
SDG 5	Gender Equality	Women's empowerment and support for widows and girls.
SDG 8	Decent Work & Growth	Vocational training and livelihood creation.
SDG 10	Reduced Inequalities	Support for persons with disabilities, orphans, and the marginalised.
SDG 17	Partnerships for the Goals	Collaboration with government, agencies, corporates, and peers.

1.4 Target Beneficiaries

The Foundation serves people on the basis of need, without discrimination as to faith, ethnicity, gender, political affiliation, or ability. Within that universal stance, priority is given to those least able to cope and most exposed to harm.

- Households in acute crisis — displaced, disaster-affected, or recently bereaved of a breadwinner.
- Patients who cannot afford urgent or essential medical care, with priority to maternal, child, and emergency cases.

- Out-of-school and at-risk children, and academically promising youth lacking the means to progress.
- Women and youth seeking skills and livelihoods, especially widows and female heads of household.
- Orphans and vulnerable children, and persons with disabilities.
- Elderly and isolated individuals lacking family or community support.

Beneficiary selection is governed by transparent eligibility criteria (set out per programme in Volume III), verified through assessment and, where appropriate, community validation, and recorded in the beneficiary database (Volume XI) to prevent duplication and ensure fairness.

1.5 Geographic Expansion Strategy

The Foundation grows in deliberate, concentric stages. It earns the right to expand by demonstrating depth, integrity, and results in each location before extending to the next — avoiding the common failure of spreading too thin too soon.

Stage	Geography	Trigger to advance
Stage 1 — Root	Home base: [Kano Metropolis] and immediate environs.	Stable operations, clean audits, proven programme models.
Stage 2 — State	Full coverage of [Kano], with satellite presence.	Reliable multi-source funding and management bandwidth.
Stage 3 — Regional	Neighbouring states / geopolitical zone.	Replicable systems, partnerships, and field leadership.
Stage 4 — National	Multi-zone national footprint.	Endowment base and national brand recognition.
Stage 5 — International	Cross-border humanitarian and diaspora engagement.	Institutional maturity and compliance capacity.

1.6 Five-Year Strategic Roadmap

The roadmap below is the Foundation's default first cycle. It is indicative: the Board adopts a formal Strategic Plan and reviews it annually (section 1.7).

Year	Theme	Priorities
Year 1	Establish	Complete registration & compliance (CAC, SCUML, TIN); constitute Board and committees; launch 2–3 flagship programmes; install finance and beneficiary systems; first audited accounts.
Year 2	Stabilise	Build a monthly-donor base; formalise policies and SOPs; recruit core staff; establish M&E; first annual report.
Year 3	Scale	Expand programmes and geography (Stage 2); secure first institutional grants and corporate partners; launch volunteer programme.
Year 4	Diversify	Pilot a social enterprise; seed the endowment/Waqf; deepen partnerships; strengthen reserves toward 6 months.
Year 5	Institutionalise	Independent brand and systems; multi-year funding; succession-ready management; reserves of 6–12 months; refreshed 5-year strategy.

1.7 Annual Strategic Planning Framework

Strategy is renewed on a fixed annual rhythm so that ambition stays connected to reality and resources.

- Review (Q3): assess performance against the prior year's plan and KPIs, drawing on M&E data and beneficiary feedback.
- Environment scan: review needs, risks, funding outlook, and the operating context.
- Set priorities (Q4): management proposes objectives and targets; the Board reviews and approves the annual plan and budget.
- Cascade: translate objectives into departmental/programme workplans with owners, milestones, and KPIs.
- Execute & monitor: quarterly performance reviews against plan; mid-year corrective action.
- Report: annual report and audited accounts close the cycle and inform the next.

Planning cadence at a glance

Daily/Weekly: operations & delivery. Monthly: management & finance review. Quarterly: Board & KPI review. Annually: strategy, budget, audit, and report.

1.8 Long-Term Vision — 10, 25 and 50 Years

The Foundation thinks in generations. The following horizons are directional commitments rather than rigid forecasts; they exist to keep ambition honest and to anchor succeeding leaders to a shared destination.

Horizon	Aspiration	Markers of success
10 years	A trusted, multi-programme foundation operating across several states, with diversified, stable funding and a strong reputation for integrity.	Audited reserves of 6–12 months' operating costs; recognised brand; documented outcomes at scale.
25 years	A national institution with an established endowment/Waqf, social enterprises that part-fund operations, and influence on policy and practice.	Endowment funding a meaningful share of core costs; recognised models adopted by partners/government.
50 years	A self-sustaining, generational institution — founder-independent, internationally engaged — still unmistakably true to its founding values.	Institutional continuity through multiple leadership transitions; enduring public trust; permanent capital base.

The 50-year test

Every major decision should pass one question: "Will this help Al-Ghiyath still be serving, with its integrity intact, in fifty years?" If a choice brings short-term gain at the cost of the institution's long-term trust or independence, it should be refused.

Theory of Change — Detailed Model

"The Foundation's Theory of Change is that timely relief, improved access to health and education, and strengthened skills and community support will enable vulnerable individuals and households progress from crisis to stability and ultimately to sustainable self-reliance."

Inputs	Activities	Outputs	Outcomes	Impact
Donations, grants, volunteers, partnerships, staff, systems	Relief distribution; medical support; scholarships & training; community programmes	Meals provided; patients supported; learners enrolled; people trained	Reduced hunger; improved health-seeking; school retention; new livelihoods	Resilient, healthier, more self-reliant individuals and communities

The four assumptions underneath the model

1. Speed protects dignity — relief delivered quickly prevents a setback from becoming a catastrophe.2. Empowerment beats dependency — wherever possible, aid is paired with a pathway to self-reliance.3. Trust compounds — transparent, accountable delivery attracts the resources needed to grow.4. Community ownership sustains — change endures when local people and structures are partners, not just recipients.

Volume II — Programmes and Services

This volume is the Foundation's programme handbook. It defines a common architecture for every programme, then profiles each of the twelve programmes across the four pillars.

2.1 Programme Architecture (the standard model)

Every Foundation programme — existing or future — is designed, documented, and reviewed against the same ten-part architecture. This ensures consistency, comparability, and accountability, and lets the Board evaluate any programme on a like-for-like basis.

Element	Question it answers
1. Purpose	Why does this programme exist; which objective and need does it serve?
2. Objectives	What specific, measurable results will it achieve?
3. Target beneficiaries	Who exactly is it for?
4. Eligibility criteria	How do we decide who qualifies, fairly and transparently?
5. Implementation process	How is it delivered, step by step, and by whom?
6. Budget model	What does it cost, and how is it funded?
7. KPIs	How do we measure output, outcome, and quality?
8. Risk assessment	What could go wrong, and how do we prevent or mitigate it?
9. Exit / sustainability strategy	How does the beneficiary or community graduate, or how is the programme sustained?
10. Monitoring & evaluation	How do we track, learn, and improve?

Programme approval rule

No programme launches without (a) a one-page concept approved by the Executive Director, (b) a full programme document against this architecture, (c) a budget and funding source, and (d) Board or committee approval per the delegation thresholds in Volume IV. Programmes are reviewed at least annually and may be paused or closed if they fail their KPIs or safeguarding standards.

The profiles that follow apply this model in a compact form. Each programme should be expanded into a standalone programme document (template in Volume XIII) before or shortly after launch.

2.2 Pillar 1 — Relief & Basic Needs

Programme 1: Food Relief

Purpose	To prevent hunger and destitution by providing food and essential nutrition to households in crisis or chronic deprivation.
Objectives	Deliver food packages/meals to a defined number of households per cycle; reduce acute food insecurity among beneficiaries; prioritise nutrition for children, pregnant women, and the elderly.
Beneficiaries & eligibility	Households assessed as food-insecure (displaced, bereaved, disaster-affected, or extreme poverty), verified by needs assessment and/or community/partner referral; recorded to prevent duplication.

Purpose	To prevent hunger and destitution by providing food and essential nutrition to households in crisis or chronic deprivation.
Implementation	Identify & verify → procure (ethical, value-for-money sourcing) → assemble standard packages → distribute with dignity (orderly, private, respectful) → record & follow up.
Budget model	Cost per package × households × cycles + logistics + 10–15% delivery overhead; funded by general donations, Zakat/Sadaqah, Ramadan and seasonal appeals, and corporate food partners.
KPIs	Packages distributed; unique households reached; cost per beneficiary; on-time delivery rate; beneficiary satisfaction; % reaching priority groups.
Key risks	Diversion/leakage; duplication; supplier inflation; dependency. Mitigations: controls, database, multiple suppliers, pairing with empowerment referrals.
Exit / sustainability	Time-bound support with referral to empowerment programmes; seasonal rather than indefinite where possible; community food initiatives for continuity.

Programme 2: Emergency Shelter

Purpose	To provide safe, temporary shelter and essential household items to those displaced by disaster, conflict, fire, or eviction.
Objectives	Ensure no assessed household is left without shelter during an emergency; provide bedding, hygiene, and basic household kits; support transition to durable housing.
Beneficiaries & eligibility	Displaced or homeless households verified through rapid assessment, often via partners or authorities during declared emergencies.
Implementation	Rapid assessment → secure shelter (kits, materials, or partner facilities) → distribute NFIs (non-food items) → link to relief and health support → monitor and transition.
Budget model	Per-household shelter/NFI cost × caseload + rapid-deployment buffer; funded by disaster appeals, the reserve/contingency fund, and partner co-funding.
KPIs	Households sheltered; time-to-response (hours/days); kits distributed; transition-to-durable-housing rate; satisfaction.
Key risks	Slow response; protection risks in shelters; procurement under pressure. Mitigations: pre-positioned stock, safeguarding protocols, pre-qualified suppliers.
Exit / sustainability	Temporary by design; structured hand-off to relatives, durable housing, or government/partner programmes.

Programme 3: Disaster Response (Rapid Relief)

Purpose	To mount a fast, coordinated response when floods, fire, displacement, or other shocks strike communities the Foundation serves.
Objectives	Activate response within a target window; deliver integrated relief (food, water, shelter, first-aid, psychosocial first response); coordinate with authorities and partners.
Beneficiaries & eligibility	Disaster-affected populations in the response zone, prioritised by vulnerability (children, women, elderly, persons with disabilities, injured).
Implementation	Activate response protocol → rapid needs assessment → deploy pre-positioned resources & teams → coordinate (NEMA/SEMA, LGAs, partners) → relief → recovery referral → after-action review.
Budget model	Funded primarily from the Contingency/Disaster Reserve, plus emergency appeals; pre-agreed surge procurement.
KPIs	Activation time; people reached in first 72 hours; coordination meetings attended; after-action actions closed.
Key risks	Coordination failure; staff/volunteer safety; reputational exposure. Mitigations: standing protocol, security policy, clear spokesperson rules (Volume VIII).
Exit / sustainability	Response transitions into recovery and the Foundation's standing programmes; reserve replenished post-event.

2.3 Pillar 2 — Healthcare Access

Programme 4: Medical Assistance

Purpose	To remove the financial barrier to essential and emergency healthcare for those who cannot pay.
Objectives	Support treatment, surgery, and medication for eligible patients; run periodic medical outreaches and screenings; prioritise emergencies and high-impact, treatable conditions.
Beneficiaries & eligibility	Patients verified as unable to afford care, with confirmed diagnosis/treatment plan from a recognised facility; capped support per case with committee approval above a threshold.
Implementation	Application & medical verification → means assessment → committee approval → direct payment to facility/pharmacy (never cash to intermediaries) → follow-up on outcome.
Budget model	Case fund with per-case caps; partnerships/negotiated rates with facilities; funded by health-designated donations, Zakat (for eligible recipients), and grants.
KPIs	Patients supported; cost per patient; treatment-completion rate; health outcome where measurable; turnaround time; satisfaction.
Key risks	Fraudulent claims; cost escalation; clinical/ethical limits. Mitigations: facility verification, direct payment, medical advisory input, clear scope (no experimental/elective care).

Purpose	To remove the financial barrier to essential and emergency healthcare for those who cannot pay.
Exit / sustainability	Per-episode support; link to subsidised facilities, NHIS/state health insurance enrolment, and preventive education.

Programme 5: Mental Health Programme

Purpose	To address the often-neglected mental health needs of beneficiaries — trauma, grief, anxiety, and distress — and to reduce stigma.
Objectives	Provide psychosocial first response in crises; facilitate access to counselling and professional care; raise awareness and reduce stigma in communities.
Beneficiaries & eligibility	Disaster survivors, the bereaved, and beneficiaries showing distress; referrals from other programmes; community participants in awareness activities.
Implementation	Train staff/volunteers in psychological first aid → screen & refer → partner with qualified mental-health professionals → community awareness sessions → confidential follow-up.
Budget model	Modest; relies on trained volunteers, pro-bono professionals, and partnerships; funded by health and general donations.
KPIs	People reached; referrals to professional care; awareness sessions held; (where consented) wellbeing improvement; stigma indicators.
Key risks	Crisis cases beyond capacity; confidentiality breaches; volunteer burnout. Mitigations: clear referral limits, strict confidentiality, supervision and self-care for staff.
Exit / sustainability	Capacity-building of community structures; trained local volunteers; embedded referral pathways.

2.4 Pillar 3 — Education & Empowerment

Programme 6: Scholarship Programme

Purpose	To keep promising but disadvantaged students in school and progressing, from basic education through tertiary/vocational levels.
Objectives	Award and renew scholarships against clear criteria; achieve high retention and completion; support holistic success (mentoring, materials).
Beneficiaries & eligibility	Students demonstrating financial need and academic promise or potential; transparent scoring; balance across gender and vulnerability categories; renewal tied to performance and conduct.
Implementation	Open call → application & verification → selection committee scoring → award & agreement → fees paid directly to institutions → monitoring, mentoring, renewal.
Budget model	Cost per scholar by level × number of scholars × years; funded by education-designated donors, sponsor-a-child schemes, corporate CSR, and (potentially) an education endowment.

Purpose	To keep promising but disadvantaged students in school and progressing, from basic education through tertiary/vocational levels.
KPIs	Scholars supported; retention & completion rates; academic performance; progression to next level/employment; cost per scholar; gender balance.
Key risks	Selection bias/favouritism; drop-out; fund misuse. Mitigations: scored selection, direct-to-institution payment, mentoring, periodic audit.
Exit / sustainability	Scholar graduates and ideally “pays forward”; alumni network; endowment to make awards perpetual.

Programme 7: School Supplies Initiative

Purpose	To remove a small but decisive barrier to schooling — the cost of books, uniforms, and materials.
Objectives	Distribute supply kits to a target number of pupils each school year; reduce absenteeism linked to lack of materials; support whole-school needs where appropriate.
Beneficiaries & eligibility	Pupils from low-income households and under-resourced schools, identified via schools, communities, or other programmes.
Implementation	Needs mapping with schools → procure standard kits → distribute (often pre-term) → record → light follow-up on attendance impact.
Budget model	Cost per kit × pupils; seasonal “back-to-school” appeals; in-kind corporate donations; bulk procurement savings.
KPIs	Kits distributed; pupils reached; schools partnered; attendance/retention signal; cost per pupil.
Key risks	Duplication; quality issues; one-off impact. Mitigations: database, quality specs, pairing with scholarships for deeper cases.
Exit / sustainability	Annual cycle; transition high-need pupils to the Scholarship Programme; encourage school/PTA ownership.

Programme 8: Vocational & Skills Training

Purpose	To equip youth and adults with marketable skills that lead to employment or self-employment — the engine of self-reliance.
Objectives	Train a target number per cohort in demand-led trades/skills; achieve high completion and post-training livelihood rates; provide start-up support (tools/seed grants) to graduates.
Beneficiaries & eligibility	Unemployed/under-employed youth and adults, including relief graduates, widows, and persons with disabilities (with accommodations); selected by need and commitment.
Implementation	Market scan (which skills sell) → partner with trainers/centres → recruit cohort → deliver training + life/financial skills → certification → starter-kit/seed support → track outcomes.
Budget model	Cost per trainee (tuition, materials, stipend, starter kit); funded by empowerment donors, grants, and corporate skills partnerships; potential cost-recovery via social enterprise.

Purpose	To equip youth and adults with marketable skills that lead to employment or self-employment — the engine of self-reliance.
KPIs	Trainees enrolled/completed; certification rate; % employed or self-employed at 6/12 months; income change; cost per sustained livelihood.
Key risks	Skills-market mismatch; low completion; weak post-training support. Mitigations: demand-led design, stipends, follow-up, linkage to markets/finance.
Exit / sustainability	Graduate becomes self-sustaining; alumni mentoring; revolving fund or social enterprise to recycle resources.

Programme 9: Women's Empowerment

Purpose	To advance the economic and social empowerment of vulnerable women — especially widows and female heads of household.
Objectives	Provide skills, micro-enterprise support, and financial literacy; form savings/support groups; improve women's income and agency.
Beneficiaries & eligibility	Low-income women, widows, and survivors, prioritised by dependants and vulnerability.
Implementation	Mobilise & assess → skills + financial literacy → micro-grants/tools or group savings (e.g. cooperative model) → mentoring → market linkage → outcome tracking.
Budget model	Per-beneficiary package; grants and women-focused donors; revolving micro-fund where feasible.
KPIs	Women supported; enterprises started/sustained; income change; group savings mobilised; children kept in school as a knock-on effect.
Key risks	Social/cultural barriers; grant misuse; group conflict. Mitigations: community engagement, group accountability, mentoring, modest staged support.
Exit / sustainability	Self-sustaining enterprises and savings groups that continue without ongoing input; peer-led continuity.

Programme 10: Youth Development

Purpose	To channel the energy of young people toward education, skills, leadership, and positive engagement — and away from risk.
Objectives	Run mentorship, leadership, and life-skills programmes; support youth-led community initiatives; create volunteering and internship pathways within the Foundation.
Beneficiaries & eligibility	Young people (defined age band) in served communities, with attention to at-risk and out-of-school youth.
Implementation	Recruit cohorts → mentorship & life skills → leadership and civic projects → link to scholarships/vocational tracks → volunteer pipeline.
Budget model	Low-cost, volunteer-and-mentor-driven; funded by general and youth-focused donors and partnerships.

Purpose	To channel the energy of young people toward education, skills, leadership, and positive engagement — and away from risk.
KPIs	Youth engaged; mentorship matches; youth-led projects delivered; progression to education/employment/volunteering.
Key risks	Safeguarding (working with minors); inconsistent engagement. Mitigations: strict Child Protection Policy, vetted mentors, structured curriculum.
Exit / sustainability	Youth “graduate” into education, work, or Foundation volunteering; alumni become mentors.

2.5 Pillar 4 — Community Support

Programme 11: Orphan Support

Purpose	To provide stable, holistic support to orphans and vulnerable children so they can grow up healthy, educated, and cared for.
Objectives	Provide for essential needs, education, and health of enrolled orphans; support guardian families; ensure protection and emotional wellbeing.
Beneficiaries & eligibility	Orphaned and vulnerable children, verified through guardians/community, with priority to those without reliable support.
Implementation	Identify & verify → enrol with guardian agreement → sponsor-an-orphan support (education, health, basic needs) → regular welfare visits → safeguarding oversight → periodic review.
Budget model	Cost per child per year; sponsor-an-orphan monthly giving; Zakat/Sadaqah (orphan support is a classic charitable cause); endowment potential.
KPIs	Children supported; school enrolment/retention; health status; welfare-visit completion; sponsor retention; cost per child.
Key risks	Safeguarding harm; fund diversion via guardians; long-term commitment risk. Mitigations: Child Protection Policy, direct payment of school/health costs, monitoring, reserve planning for continuity.
Exit / sustainability	Child reaches independence (education/vocation complete); guardian household stabilised; endowment for perpetual sponsorship.

Programme 12: Disability Support

Purpose	To improve the dignity, inclusion, and independence of persons with disabilities.
Objectives	Provide assistive devices, medical/rehabilitation support, and skills/livelihood inclusion; promote accessibility and reduce stigma.
Beneficiaries & eligibility	Persons with disabilities in need, verified by assessment and, where relevant, medical confirmation.
Implementation	Assess needs → provide devices/medical support → include in vocational/education programmes with accommodations → community awareness → follow-up.

Purpose	To improve the dignity, inclusion, and independence of persons with disabilities.
Budget model	Per-beneficiary support (devices can be high-cost); disability-focused donors, grants, and partner organisations; pooled procurement of devices.
KPIs	Persons supported; devices provided; inclusion in skills/education; independence/livelihood gains; satisfaction.
Key risks	High device cost; accessibility gaps; tokenism. Mitigations: partnerships with specialists, genuine inclusion design, prioritisation by impact.
Exit / sustainability	Beneficiary achieves greater independence/livelihood; community structures sustain inclusion; partnerships continue specialist care.

Cross-programme principles

Every programme operates under the Foundation's Safeguarding and Child Protection policies, records beneficiaries in the central database, pays third parties directly rather than through cash intermediaries wherever possible, and reports against its KPIs into the Foundation's MEL system. Beneficiaries are never required to adopt any belief, and feedback/complaint channels are open to all.

Volume III Financial Sustainability and Funding Strategy

The financial controls formerly in the same Volume now sit in the Governance Charter.

This is the engine room of the Foundation. A charity's mission is only as durable as its money: this volume builds a diversified, well-controlled, and resilient financial base so that Al-Ghiyath can keep its promises through good times and bad.

3.1 Financial Philosophy

The Foundation regards every naira it receives as a trust (amanah) to be guarded and spent wisely. Its financial philosophy rests on four commitments: diversify income so no single source can sink the Foundation; control spending so funds reach beneficiaries efficiently; build reserves and permanent capital so the Foundation can weather shocks and grow; and report transparently so trust compounds. Generosity to beneficiaries and discipline with money are not in tension — discipline is what makes sustained generosity possible.

3.2 Funding Strategy (the golden rule)

Never rely on one source

A funding model dependent on a single donor, grant, or season is fragile. The Foundation deliberately builds many streams so that the loss of any one is survivable. Diversification is the single most important financial decision the Foundation makes.

The Foundation pursues twelve complementary income streams, sequenced as capacity grows.

#	Income stream	Notes
1	Individual donations	One-off gifts from the public; the broad base.
2	Monthly giving programme	Recurring donors — the most valuable, predictable income.
3	Corporate CSR partnerships	Company giving, sponsorships, employee matching, in-kind.
4	Foundation & philanthropic grants	Restricted/unrestricted grants from grant-makers.
5	Government grants & contracts	Public funding for service delivery (with compliance).
6	International development agencies	UN agencies, INGOs, bilateral/multilateral funds.
7	Faith-based giving	Zakat, Sadaqah, Waqf, and seasonal appeals.
8	Fundraising events	Galas, walks, community drives, online campaigns.
9	Crowdfunding campaigns	Issue/case-based digital appeals.
10	Endowment income	Returns on permanent capital
11	Investment income	Returns on prudently invested reserves (where lawful).
12	Social enterprises	Profits from mission-aligned trading ventures.

Healthy income-mix target (directional)

Over time the Foundation aims for no single stream exceeding ~30–35% of total income, a growing share of unrestricted and recurring income, and a rising contribution from endowment and enterprise so that core operations are not hostage to short-term fundraising.

3.3 Revenue Model

Income is classified to protect donor intent and to manage the Foundation prudently.

Type	Meaning	Why it matters
Unrestricted	Usable for any approved purpose, including core costs.	Most flexible and valuable; funds the engine.
Restricted	Must be used for the purpose the donor specified.	Tracked separately; never diverted.
Designated	Internally earmarked by the Board.	Board can redirect if needed.
In-kind	Goods/services rather than cash.	Valued and recorded; reduces cash outlay.
Endowment/permanent	Capital preserved; only income is spent.	Builds long-term independence.

3.4 Grant Strategy

- Maintain a grants pipeline and calendar; pursue grants that fit the mission — never distort programmes to chase money ("mission drift" is refused).
- Build capacity to write strong proposals, budgets, and logframes, and to meet donor reporting and audit requirements.
- Track restricted funds rigorously; deliver and report on every grant to build a track record that unlocks larger funding.
- Balance restricted project grants with efforts to secure unrestricted/core funding.

3.5 Corporate Partnerships

- Offer companies meaningful CSR partnerships: programme sponsorship, cause marketing, employee giving/matching, volunteering, and in-kind support.
- Apply an ethical-acceptance policy — decline funds that conflict with the Foundation's values or could damage trust.
- Provide partners with transparent reporting and recognition; treat partnerships as long-term relationships, not one-off transactions.

3.6 Individual Giving

- Build a broad base of individual donors through compelling storytelling and easy, secure giving channels (online, mobile, bank).
- Steward donors well: prompt thanks, transparent reporting, and a clear sense of impact — retention is cheaper than acquisition.
- Segment and nurture donors toward deeper commitment (one-off → monthly → major → legacy).

3.7 Monthly Donor Programme

Recurring monthly giving is the most predictable and valuable income the Foundation can build, and is therefore a top fundraising priority.

- Offer simple recurring options (e.g. sponsor-a-child/orphan, feed-a-family, fund-a-treatment) with clear monthly amounts and impact.
- Make sign-up and management frictionless; minimise drop-off with reliable payment systems and excellent stewardship.
- Track and grow key metrics: number of monthly donors, average gift, retention/churn, and lifetime value.

3.8 Major Donor Programme

- Identify and cultivate high-capacity individual philanthropists with personal, relationship-based engagement led by the ED/Chair.
- Offer major donors deep visibility, naming or recognition options, and a direct line to impact.
- Steward meticulously — major gifts often fund transformational projects and the endowment.

3.9 Endowment Fund

An endowment is permanent capital: the principal is preserved (and grown), and only the investment income is spent. It is the Foundation's single greatest source of long-term independence — the closest thing to a guarantee that the mission outlives any donor or season.

- Establish a Board-restricted endowment; seed it with major gifts, a share of surpluses, and legacy/Waqf gifts.
- Spend only a prudent annual draw (e.g. a defined percentage of a multi-year average value), preserving real value against inflation.
- Govern under the Investment Policy with clear separation between principal and spendable income.

3.10 Income-Generating Social Enterprises

Mission-aligned trading ventures can both advance the cause and generate surplus that part-funds operations — reducing dependence on donations.

- Examples: a training centre that charges those who can pay to subsidise those who cannot; a farm or production unit linked to food relief and livelihoods; consultancy or paid services where the Foundation has expertise.
- Each enterprise has a business plan, clear governance, and ring-fenced finances; profits flow to the Foundation's mission.
- Trading is structured to protect the Foundation's non-profit status and tax position (with professional advice on any separate legal vehicle).

3.11 Crowdfunding & Legacy Giving

Crowdfunding

- Run case- and issue-based digital campaigns (e.g. a specific surgery, a disaster appeal) with transparent targets and live reporting.

- Leverage social media, ambassadors, and matching gifts to amplify reach; account for funds raised against the stated purpose.

Legacy / planned giving

- Invite supporters to remember the Foundation in their wills or estate plans (bequests), and, in the faith context, through Waqf endowment.
- Handle legacies sensitively and lawfully; direct legacy income preferentially to the endowment for lasting impact.

3.12 Islamic Charity — Zakat, Sadaqah & Waqf

Given the Foundation's name and faith-inspired ethos, Islamic charitable giving is a natural and significant income stream. These funds carry specific religious conditions that the Foundation honours scrupulously, ideally under the guidance of a competent Shari'ah adviser.

Instrument	Nature	How the Foundation handles it
Zakat	Obligatory annual alms (2.5% of qualifying wealth) for eligible categories of recipients.	Kept in a separate Zakat fund; disbursed only to eligible recipients per Shari'ah; not used for general overheads except as permitted; reported to donors.
Sadaqah	Voluntary charity, unrestricted in use.	Flexible income for relief, programmes, and operations; the everyday lifeblood of giving.
Waqf	Endowment: an asset/capital held in perpetuity, with only its benefit/income spent.	Channelled into the endowment as permanent capital for lasting impact — e.g. a Waqf funding orphan support or scholarships forever.

Trust through scrupulous handling

Zakat in particular must reach religiously eligible recipients. Ring-fencing Zakat, applying it correctly, and reporting on it transparently is both a religious duty and a powerful trust-builder with faith-based donors. Seasonal appeals (Ramadan, Eid, Qurbani/udhiyah) are planned annually as major income moments.

Volume IV — Monitoring, Evaluation & Learning (MEL)

What gets measured gets improved. MEL is how the Foundation proves its impact to donors, learns what truly works, and keeps faith with the people it serves.

4.1 Results Framework

The Foundation measures itself along the full results chain — from activity to lasting change — mirroring the Theory of Change. Each level has its own indicators so that the Foundation can see not just what it did, but what difference it made.

Level	What it captures	Example
Inputs	Resources committed.	Funds, staff, volunteers, supplies.
Activities	What we do.	Distributions, treatments funded, trainings run.
Outputs	Immediate, countable products.	Meals given; patients supported; learners enrolled.
Outcomes	Changes in beneficiaries' lives.	Reduced hunger; treatment completed; new income.
Impact	Lasting, higher-level change.	More resilient, healthier, self-reliant households.

4.2 Key Performance Indicators (KPIs)

Organisation-level KPIs roll up programme KPIs (Volume III) and add institutional health measures. They are reviewed quarterly by management and the Board.

Domain	Illustrative KPIs
Reach & delivery	Total beneficiaries reached; reach by programme/pillar; geographic spread.
Efficiency	Cost per beneficiary; % of spend on programmes; on-time delivery.
Quality	Beneficiary satisfaction; complaint resolution time; error/duplication rate.
Financial health	Income by source; reserve months; recurring-donor count; clean audit.
People	Volunteer numbers/retention; staff turnover; safeguarding training coverage.
Growth	New partnerships; new programmes; endowment value.

4.3 Outcome Indicators

- Defined per programme (e.g. school retention for scholarships; treatment completion for medical assistance; income change for vocational training).
- Measured through baselines and follow-up, beneficiary surveys, and partner/facility records, with consent and dignity.
- Disaggregated where useful (gender, age, vulnerability category) to ensure fairness and reveal gaps.

4.4 Impact Indicators

- Longer-term, higher-level measures — e.g. households moving out of acute poverty, sustained livelihoods, improved community resilience.
- Assessed periodically through evaluations and, where feasible, independent or participatory studies; attribution is treated honestly.

4.5 Beneficiary Satisfaction & Feedback

The Foundation actively seeks the voice of those it serves — not only as a courtesy, but as a core accountability and safeguarding mechanism.

- Accessible feedback and complaints channels (in-person, phone, suggestion routes) known to beneficiaries.
- Periodic satisfaction surveys and listening sessions; findings feed programme improvement.
- Complaints logged, acknowledged, investigated, and closed within defined timelines; safeguarding concerns escalated immediately.

4.6 Annual Reviews

- A formal annual performance review against the strategic plan, budget, and KPIs.
- Programme-by-programme assessment: what worked, what didn't, what to change, continue, or close.
- Outputs feed the next annual plan and the public Annual Report.

4.7 Lessons Learned & Knowledge Management

- A simple, honest learning culture: failures and surprises are documented and discussed without blame.
- After-action reviews for major activities and disaster responses; lessons captured in a learning log.
- Knowledge retained institutionally (documented SOPs, evaluations, registers) so the Foundation gets better over time.

4.8 Research & Publications

- As capacity grows, the Foundation conducts and shares research on needs and effective interventions in its field.
- Evidence is used to improve programmes, inform partners and policymakers, and strengthen the Foundation's credibility and funding case.
- Publications respect beneficiary privacy and data-protection rules.

Volume V — Communications & Fundraising

Communications is how the Foundation earns trust and converts it into support. This volume sets how the Foundation tells its story, engages donors, and protects its reputation — honestly and with dignity.

5.1 Brand Identity

The brand is the promise behind the logo. Al-Ghiyath's identity — the heart of hands and four pillars, the navy-and-teal palette, and the tagline "Relief. Health. Education. Community." — signals compassion, competence, and integrity. Brand standards (Volume V) are applied consistently across every channel and document so that supporters instantly recognise and trust the Foundation.

5.2 Storytelling Framework

People give to people, not to statistics. The Foundation tells true stories of real change — always with consent, always preserving dignity, never sensationalising suffering.

- Structure: need → action (what the Foundation/donor did) → transformation → invitation to help.
- Dignity rule: beneficiaries are protagonists, not props; informed consent for names/images; safeguarding applied to all content.
- Honesty rule: never exaggerate need or results; show real, attributable impact.
- Evidence: pair stories with credible numbers from the MEL system.

5.3 Annual Reports

- A public annual report each year: mission and activities, beneficiaries reached, stories of impact, audited financial summary, donors/partners acknowledged, and plans ahead.
- Designed to be transparent and compelling — the Foundation's single most important trust-and-fundraising document.
- Published and shared with donors, partners, regulators, and the public.

5.4 Media Relations

- Proactive, accurate engagement with media to raise awareness and credibility.
- Designated spokespersons only; consistent, on-message, honest communication.
- Build relationships with journalists and platforms aligned to the cause.

5.5 Social Media Strategy

- Active presence on the platforms the Foundation's audiences use; consistent brand voice and visual identity.
- A content calendar mixing impact stories, education/awareness, appeals, and gratitude; community engagement and prompt, respectful responses.
- Safeguarding and data-protection rules applied to all posts; clear moderation and crisis protocols.

5.6 Donor Communication & Stewardship

- Prompt, sincere acknowledgement of every gift; receipts and (where relevant) tax documentation.
- Regular impact updates so donors see what their giving achieved; segmented communication (one-off, monthly, major, corporate).

- Stewardship that moves donors up the ladder of commitment and earns lifelong loyalty; never spam or pressure.

5.7 Crisis Communication

When something goes wrong — an incident, allegation, or external attack on the Foundation's reputation — a calm, honest, prepared response protects both beneficiaries and trust.

- A crisis-communication plan: named crisis team, single spokesperson, holding statements, and escalation to the Board Chair.
- Principles: tell the truth promptly, act on the underlying problem, protect those affected (especially safeguarding cases), and never cover up.
- Coordinate with legal/safeguarding leads; monitor and respond to public and media reaction responsibly.

5.7 Marketing & Fundraising Strategy

- An integrated calendar aligning campaigns with seasonal moments (e.g. Ramadan/Eid, back-to-school, disaster appeals, year-end giving).
- Multi-channel mix: digital, community, events, corporate, and faith-based giving — each feeding the income streams in Volume VI.
- Clear targets, attribution, and return-on-investment tracking; reinvest in what works.

Volume VI — Growth, Sustainability & Partnerships

Growth is earned, not assumed. This volume sets how the Foundation expands responsibly and builds the partnerships that multiply its impact.

6.1 National Expansion

- Expansion follows the staged geographic model: deepen and prove before widening.
- Replicable systems — documented programmes, controls, and brand — allow new locations to start strong.
- Local rooting: each new area engages local leaders, partners, and volunteers rather than parachuting in.

6.2 International Expansion

- Pursued only at institutional maturity, with the compliance capacity for cross-border operations and funds.
- Likely routes: diaspora engagement, cross-border humanitarian response, and partnerships with established INGOs/agencies.
- Requires careful legal, tax, AML, and data-protection structuring in each jurisdiction.

6.3 Partnership Strategy

The Foundation cannot — and should not — act alone. Partnerships extend reach, share cost and risk, and bring expertise. All partnerships are governed by written agreements (MoUs), due diligence, and alignment with the Foundation's values.

Partner type	What it brings	What the Foundation offers
UN agencies / international agencies	Funding, technical standards, scale, legitimacy.	Local reach, delivery capacity, accountability, trust.
Government (federal/state/LGA)	Policy access, co-funding, service contracts, legitimacy.	Effective grassroots delivery and reporting.
Corporate (CSR)	Funds, in-kind, employee volunteering, skills.	Meaningful impact, visibility, transparent reporting.
Universities / research	Evidence, evaluation, talent, innovation.	Real-world context, data (ethically shared), application.
Peer NGOs / faith bodies	Co-delivery, referral, shared learning.	Collaboration, reach, complementary strengths.

6.4 Government Relations

- Engage constructively and apolitically with relevant agencies (e.g. NEMA/SEMA for disasters, health and education ministries) while guarding independence.
- Maintain full regulatory compliance as the basis of credibility (CAC, SCUML, FIRS, NDPC).
- Pursue service partnerships and, where appropriate, contribute evidence to policy — never partisan politics.

6.5 Sustainability of Impact

- Programmes designed with exit/graduation strategies so benefits persist beyond Foundation involvement.
- Community ownership and capacity-building so local structures sustain change.
- Institutional sustainability secured by the diversified funding model and endowment.