



Global Strategic Plan 2026 - 2030

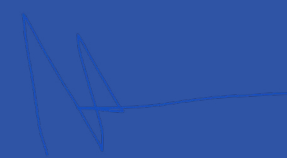
Pathway to a World of Mercy



A Message From the CEO



Abdel Rahman Hosein



Global Chief Executive Officer
Droplets of Mercy

It is with deep gratitude and hope that I present *Droplets of Mercy's 5-Year Strategic Plan*. This moment marks a turning point in our journey—one where we look back at how far we have come, and forward to the greater responsibilities that lie ahead.

Our vision has always been simple yet profound: *a world where mercy and justice guide humanity, free from poverty and suffering*. In pursuit of this, our mission calls us to serve with sincerity, compassion, and a relentless commitment to justice—delivering lifesaving aid, empowering communities, and advancing dignity for all.

Over the past five years, we have seen the transformative power of *sincerity (ikhlaṣ)*, *mercy (raḥmah)*, and *justice ('adl)* in action. These values are not just ideals written on paper—they are lived every day by our staff, volunteers, and supporters around the world. They are the foundation of every meal we serve, every home we rebuild, every child we help educate, and every life we strive to protect.

As we enter this new phase, *Droplets of Mercy has expanded into the USA, UK, Malaysia, Turkey, and Australia, and is expanding field capacity growth in Africa*. This growth is not just geographical—it is a reflection of our bold belief that mercy knows no borders. With each new step, we are committed to the same principles that have carried us this far: only bringing the best people into our work, earning and safeguarding the trust of those we serve and those who support us, thinking boldly in the face of global challenges, and holding ourselves to the highest standards of integrity and excellence.

The world we live in is filled with immense challenges, but also with endless opportunities for good. We know that thinking small will never be enough to meet the scale of need before us. That is why our Strategic Plan lays out ambitious goals—because the communities we serve deserve nothing less.

To our donors, volunteers, and partners: *your trust and commitment are the lifeblood of this organization*. To those we serve: you are the reason we exist, and we will never cease striving to uphold your dignity and rights.

As we chart the next five years, we do so with humility, faith, and an unwavering determination to be a force of mercy and justice in the world. *Together, we can build a future where no one is left behind*.

The World We Want

Vision

A world where mercy and peace guide humanity, free from poverty and suffering.

Mission

To serve humanity by delivering lifesaving aid, empowering communities, and spreading peace.

Core Values

Sincerity (Ikhlas) – This is the foundation of every action we do. Although we function in this world and must act in its reality, we recognize that our ultimate intention for every deed we do is to be in service of our Lord’s creation.

Mercy (Raḥmah) – We believe mercy is the foundational attribute of our faith and work. We aim to exercise our mercy towards those who work for us, those we work with, and ultimately those we serve.

Justice (ʿAdl) – Inside and outside the organization, we stand against oppression and inequity, striving to uphold fairness and human dignity in all our work. Although we will sometimes fall short of being just, we will aim to have humility to recognize this and rectify.



Operating Principles

Only the Best:

No organization can succeed without the right people on the bus. We want people with intelligence, initiative and integrity to lead our organization. We will build authentic cultural capital to ensure people join, develop and stay with us for reasons that are core to our organization.

Earn Trust:

Trust is an operating word born out of being authentic, self-critical and synthesizing what we say and what we do. We will work relentlessly to earn the trust of our supporters, volunteers, and those we serve. We will be vulnerable, admit our mistakes and apologize when needed to ensure those we work with understand we are not above anything, we are equal in this struggle to make our organization and the world a better place.

Be Bold:

Thinking small is a self-imposed human limitation. We carry a bold vision for our organization and the world, so we must think big at all times. We must think differently, innovatively, and with an inspiring vision - even if we are misunderstood and thought to be naive.

Standards Matter:

We won't settle for mediocrity. We must continue to raise the bar and serve those in need with excellence. This means we will insist on the highest ethical and operating standards to drive frugality, efficiency, and impact. It means we will drive ownership at every level of the organization to ensure our standards are upheld.

Our World, Our Future

We will Swim against the Current

The NGO sector today stands at a defining moment. Around the world, communities are facing escalating challenges—from conflicts and displacement to natural disasters and the deepening impacts of poverty—yet too often, the sector itself is divided, with organizations competing for limited resources rather than working together. This fragmentation weakens our ability to respond effectively at the very time when unity and collaboration are most needed. To rise to today’s challenges, we must strengthen the sector by championing model organizations that embody good governance, uphold the highest ethical standards, and prioritize partnership over competition. By joining forces—in fundraising, in advocacy, and on the ground—we can harness our collective power to deliver lasting change and ensure that those we serve receive the dignity, justice, and mercy they deserve.

We will focus on Our Strengths

Too often we see organizations lacking a strategic focus. We have to understand our strengths and channel our energy towards addressing the root causes of the issues we are working on. This mindset is what sets Droplets of Mercy apart from other organizations.

Our focus is going to be primarily in three regions - Africa, the Middle East, and Asia. We will build out strong teams, and engage in partnerships with local organizations as well as governments to assist with the growth of different economies within these regions. Our priorities will be threefold. First we will address the most immediate needs by restoring hope. Second, we will work with the community to build the infrastructure and systems required

for sustainable growth. And lastly, we will invest in peacebuilding initiatives that will help maintain the social fabric of societies.

Our approach will be multisectoral. It is our understanding that one area of intervention alone cannot transform communities. We will focus on water solutions, health

We will Develop our Future Leaders

Too many young lives are lost amidst chaos from conflict and disasters. If not physically, then they are psychologically traumatized for their entire life. Moreover, due to poverty and lack of available infrastructure, millions of children around the world remain out of school.

Yet when you look at children in our own community who do have access to school, we find them disconnected with the reality of our world. The upbringing of our children has come to a critical point. Are we producing leaders that will help solve global issues? That is the defining question of our generation, and will be the defining question for generations to come.

Droplets has positioned itself in a way where we touch the lives of children in both spheres. We will initiate programs that will connect children in our communities with an understanding of the issues we face globally. On the other hand, in the countries where we operate, we will initiate specific projects aimed at ensuring that children stay in school, and are protected from abuse and exploitation.

Conflict, Disaster and Displacement

Conflict, disaster, and displacement have become defining realities of our time, disrupting millions of lives and straining the capacity of humanitarian systems worldwide. Wars and political instability continue to uproot families, while climate-induced disasters and natural hazards are driving unprecedented levels of displacement and vulnerability. In the face of such immense challenges, piecemeal or short-term responses are no longer enough. What is needed is a coordinated, principled, and compassionate approach—one that not only delivers immediate relief but also invests in long-term solutions that restore dignity, rebuild communities, and foster resilience. By working together with integrity, accountability, and vision, we can ensure that those caught in cycles of conflict, disaster, and displacement are not left behind, but are supported in reclaiming their futures.

Forces of Injustice, Inequality and Climate Change

Forces of injustice, inequality, and climate change are converging to create some of the greatest challenges of our era, deepening poverty and widening divisions within and between societies. Injustice robs people of their rights, inequality denies them opportunities, and climate change threatens their very survival—disproportionately affecting the most vulnerable. Confronting these forces requires more than incremental action; it demands courage, collaboration, and a steadfast commitment to justice. By working together across borders and sectors, and by holding ourselves to the highest standards of ethics and accountability, we can build fairer systems, protect our planet, and create pathways of hope where despair too often prevails.



Our Pathways

Pathway One: Respond and Bring Peace

Resilience in the face of conflict, disasters, and climate shocks depends on peacebuilding, locally led action, and responsive governance. Our pathway to peace and good governance moves us closer to a world where people reduce or prevent violence, advance sustainable peace, and meaningfully participate in inclusive, accountable systems.

Building Long-Term Resilience

Respond

We act quickly and sensitively in times of crisis—delivering humanitarian assistance that reduces suffering, ensures fair access to essential services, and helps communities protect themselves from further harm.

Strengthen

We bring people together across divides to resolve disputes, strengthen local leadership, and create space for inclusive dialogue. By supporting communities to collaborate on common goals, we help nurture trust and reduce the drivers of conflict.

Transform

We address root causes such as injustice, exclusion, and weak governance by supporting long-term solutions that uphold rights, strengthen accountability, and ensure communities have the tools to create lasting stability and resilience.



Our Desired Outcome

People are effectively able to respond to natural disasters, experience less violence, build more cohesive and peaceful communities, and participate meaningfully in inclusive, responsive governance systems.

Our Actions

Build Surge Capacity

We prepare and respond rapidly to disasters to ensure lives are saved when calamity strikes

Secure Climate and Resource Futures

We help communities address climate-related drivers of conflict by fostering cooperation and ensuring safe, fair access to natural resources.

Prevent Violence

We confront the systemic issues that fuel violence by supporting inclusive opportunities, dialogue, and protection for vulnerable groups.

Strengthen Governance and Civic Engagement

We work with leaders, institutions, and communities to shift norms and behaviors, build trust, and expand meaningful participation in governance systems.

Our Pathways

Pathway Two: Water and Sanitation

Access to clean water and adequate sanitation is essential for health, resilience, and thriving communities. Our pathway to water and sanitation resilience moves us closer to a world where people have reliable water, reduce vulnerability to water-related shocks, and can meet their daily water and hygiene needs safely and equitably.

Respond

We provide immediate support to communities facing water scarcity or unsafe water, ensuring people can access safe drinking water, hygiene facilities, and water for food production.

Strengthen

We work with communities to strengthen local water management, encourage collaboration over shared water resources, and support practical solutions that reduce risks from water scarcity or contamination.

Transform

We address the root causes of water insecurity by promoting sustainable water use, protecting and restoring water sources, and helping communities prepare for climate-related shocks that affect water availability.



Our Desired Outcome

People have reliable access to safe water, experience fewer water-related shocks, and manage resources in ways that support health and well-being.

Our Actions

Protect and Restore Water Sources

We help communities conserve rivers, lakes, and groundwater, restore degraded watersheds, and adopt practices that preserve water for future use.

Ensure Safe and Reliable Water Access

We deliver infrastructure and services that provide clean, accessible water for drinking, hygiene, and irrigation.

Support Community Water Solutions

We help communities plan and implement practical, collaborative strategies to manage water sustainably and equitably.



Our Pathways

Pathway Three: Safety for Children

Ensuring children are safe, supported, and able to thrive is essential for healthy communities and future generations. Our pathway to child safety moves us closer to a world where children live free of violence, families are supported to stay together, and all children have access to safe learning environments and education opportunities that give them a strong start in life.

Respond

We provide immediate support to children at risk, ensuring they have safe spaces, access to essential services, and opportunities to learn and develop, so every child can grow up with security and care.

Strengthen

We work with families and communities to build nurturing environments, prevent violence, and promote positive parenting and caregiving practices that protect children and strengthen family bonds.

Transform

We invest in children's long-term development by supporting early learning, education, and life skills programs, ensuring children can grow confidently, safely, and with the tools to reach their full potential.



Our Desired Outcome

Children live free of violence, grow up in supportive and nurturing families, access safe learning and education opportunities, and thrive in their communities.

Our Actions

Ensure Safety and Protection

We provide safe spaces and supportive services where children can learn, play, and develop without fear of harm.

Support Families and Positive Caregiving

We strengthen family relationships and caregiving practices to protect children and prevent separation, neglect, or harm.

Promote Learning and Development

We deliver early education, safe learning environments, and life skills programs that give children a strong foundation for lifelong growth.

Our Pathways

Pathway Four: Nourishing Futures

Access to nutritious, affordable, and sustainably produced food is fundamental to health, well-being, and community resilience. Our pathway to food security moves us closer to a world where individuals and families consistently access the food they need, adapt to changing conditions, and thrive in secure and sustainable food systems.

Respond

We ensure communities have reliable access to nutritious food, meeting immediate dietary needs and supporting healthy growth and well-being.

Strengthen

We build local capacities by enhancing agricultural practices, improving market access, and fostering community-based solutions that increase food availability, diversity, and sustainability.

Transform

We promote long-term food security by supporting sustainable agricultural systems, empowering communities to lead in creating healthy food environments, and encouraging practices that sustain nutrition and well-being for future generations.



Our Desired Outcome

Communities have consistent access to nutritious food, adapt effectively to challenges in food systems, and sustain healthy, resilient food practices for future generations.

Our Actions

Enhance Agricultural Productivity

We support farmers with training, resources, and technologies that increase crop yields, diversify food sources, and strengthen local food systems.

Improve Market Access and Nutrition

We facilitate connections between producers and markets, ensuring nutritious foods are accessible, affordable, and culturally appropriate for all community members.

Promote Sustainable Food Practices

We engage communities to adopt sustainable and environmentally friendly food production and consumption practices, securing nutrition and resilience for the long term.

Our Pathways

Pathway Five: Healing Futures

Access to quality, affordable, and reliable health services is essential to human dignity, community stability, and long-term development. Our pathway to health security brings us closer to a world where every individual receives timely medical care, overcomes barriers to wellness, and thrives within strong and equitable health systems.

Respond

We deliver lifesaving medical assistance and emergency healthcare services, ensuring individuals and communities receive timely treatment during crises, disease outbreaks, and humanitarian emergencies.

Strengthen

We build resilient healthcare systems by improving medical infrastructure, training frontline health workers, and expanding access to essential medicines, diagnostics, and services.

Transform

We advance long-term well-being by empowering communities to lead their own health solutions, promoting preventative care, and fostering systems that ensure equitable access to medical services for future generations.

Our Desired Outcome

Communities have sustained access to essential healthcare services, effectively respond to health challenges, and maintain resilient, equitable health systems that promote lifelong well-being.

Our Actions

Expand Emergency and Primary Healthcare

We provide rapid medical relief and essential health services in underserved and crisis-affected areas—delivering treatment, essential medicines, and medical personnel to protect lives and reduce suffering.

Strengthen Health Systems and Workforce Capacity

We support local clinics, hospitals, and health professionals with training, tools, and technology—improving service delivery, diagnostic capabilities, and long-term healthcare infrastructure.

Promote Preventive Health and Community Resilience

We engage communities to adopt preventive health practices, expand immunization and maternal care, and foster health literacy that protects current and future generations.



Our Commitments

Engage - A Compelling Brand and Voice for Change

To fulfill our mission and expand our impact, Droplets of Mercy must generate greater momentum and urgency around our cause, engaging people in deeper and more meaningful ways. This requires delivering seamless, integrated experiences across both digital and in-person platforms.

We have already begun strengthening our digital presence, piloting innovative fundraising models, and improving online engagement. Yet, much more remains to be done. Over the coming years, we will build a unified and compelling narrative that reflects our vision and mission across all markets. By aligning our brand, communications, advocacy, and fundraising, we will amplify our voice and inspire action within the communities we serve and beyond.

Goal 1: By 2030, Droplets of Mercy will significantly increase its brand recognition and become a trusted organization among the Muslim diaspora in our core fundraising markets—Canada, the United States, the United Kingdom, Turkey, Malaysia and Australia.

Goal 2: By 2030, Droplets of Mercy will adopt a digital-first approach to donor awareness, engagement, acquisition, and cultivation. Through data-driven campaigns and seamless online experiences, we will build meaningful relationships that inspire long-term commitment and position Droplets of Mercy as a trusted, impactful organization in the digital space.

Goal 3: Throughout this strategic period, Droplets of Mercy will position itself at the forefront of advocacy and policy influence within the sector. We will become a trusted partner for Muslim communities during times of crisis and an active, credible voice in

broader stakeholder engagement and social change.

Grow - Expanding Resources to Grow Our Impact

To sustain and scale our mission, Droplets of Mercy must significantly increase and diversify its funding base. The needs of the communities we serve are growing, and to meet them, we must strengthen our ability to mobilize resources across all core markets. This requires investing in innovative fundraising strategies, building deeper relationships with donors, and positioning Droplets of Mercy as the trusted choice for impactful giving within the Muslim community and beyond. By combining traditional approaches with digital-first models, and by nurturing partnerships with individuals, institutions, and businesses, we will ensure long-term financial growth that allows us to deliver greater impact.

Goal 1: By 2030, Droplets of Mercy will grow its global revenue to \$75 million USD annually across core fundraising markets (Canada, USA, UK, Turkey, Malaysia and Australia) through diversified and sustainable fundraising streams.

Goal 2: By 2030, Droplets of Mercy will establish a diverse and sustainable fundraising ecosystem through community-led initiatives, events, partnerships with mosques, schools, and organizations, alongside digital, corporate, and institutional giving. We will engage major donors, businesses, and foundations as long-term partners in driving lasting change.

Goal 3: By 2030, Droplets of Mercy will build a strong culture of community-driven fundraising by equipping volunteers, influencers, and supporters

with the tools, training, and platforms to mobilize within their networks. Through local campaigns, mosque and school partnerships, and peer-to-peer initiatives, we will deepen donor engagement, expand our reach, and establish a resilient base of long-term supporters.

Sustain - Building Strong Foundations to Sustain Our Future

To achieve lasting impact, Droplets of Mercy must build a resilient and future-ready organization. This means establishing strong governance structures across our global offices, creating workplaces where our people can thrive, and investing in the systems and tools that will carry our mission forward. By ensuring effective leadership, developing our talent, and driving digital transformation, we will secure the long-term sustainability of Droplets of Mercy.

Goal 1 Governance and Global Consortium: By 2030, Droplets of Mercy will establish a robust governance model across all offices. Each office will recruit a representative Board of Directors and develop Board-level committees for core functions. Together, these Boards will form an international consortium, ensuring strong alignment, shared accountability, and collective decision-making to advance our global mission. We will strengthen our organizational foundation by establishing, implementing, and maintaining comprehensive internal controls, policies, and procedures that promote transparency, accountability, and consistency across all operations.

Goal 2 Talent and Leadership Development: By 2030, Droplets of Mercy will hire, train, and retain high-caliber talent across all offices. Each office will have a Chief Executive Officer and a Director-level management structure in place, ensuring effective leadership and operational capacity. We will foster a culture that supports professional growth, resulting

in strong talent retention and a workforce equipped to build the future of our organization.

Goal 3 Finance, Administration, and Digital Transformation: By 2030, Droplets of Mercy will evolve its finance, administration, and IT systems into integrated, solutions-oriented platforms. Through digital transformation, we will champion coherence, transparency, and efficiency across all functions. Leveraging innovation and automation, our systems will enable smarter decision-making, optimized resource management, and seamless global collaboration.



Our Commitments

Deliver - Delivering Impact Where It Matters Most

To truly fulfill our mission, Droplets of Mercy must ensure that our work delivers measurable and lasting impact for the communities we serve. This means expanding our programmatic reach, responding swiftly and effectively to humanitarian needs, and deepening our engagement with partners and local actors. By investing in robust systems for monitoring, evaluation, accountability, and learning, we will ensure that every action we take is guided by evidence, compassion, and a commitment to continuous improvement.

Goal 1 Expanding Reach and Response: By 2030, Droplets of Mercy will expand its programming footprint to reach more people in need across the globe. We will enhance our ability to respond rapidly to emergencies and disasters, while strengthening our presence in existing countries and entering new regions where our support can have the greatest impact. Our interventions will continue to balance immediate relief with sustainable, long-term development outcomes.

Goal 2 Partnerships and Field Capacity: By 2030, Droplets of Mercy will strengthen and diversify its partnerships to maximize collective impact. We will invest in building the capacity of our field teams and empower local organizations to lead within their own contexts. By leveraging local expertise and fostering equitable partnerships, we will deliver more relevant, effective, and community-driven programs that reflect the values and vision of Droplets of Mercy.

Goal 3 Monitoring, Evaluation, Accountability, and Learning (MEAL): By 2030, Droplets of Mercy will embed a culture of learning and accountability across all programs through a comprehensive MEAL framework. This system will ensure that our interventions are evidence-based, data-driven, and responsive to the needs of beneficiaries. We will establish clear mechanisms for monitoring progress, evaluating outcomes, and incorporating feedback from communities, partners, and donors. Through continuous learning and adaptation, we will enhance our effectiveness and transparency, ensuring that every dollar spent translates into meaningful change.



What Makes Us Different

Pillars of Our Distinction

Agile and Locally Rooted Delivery

Unlike larger, bureaucratic NGOs, Droplets of Mercy's smaller, mission-focused structure allows it to respond quickly to crises and adapt strategies in real time.

We work through trusted local partners who have a strong relationship with the community, and move on to establishing our own field teams when the time is right.

Our approach is context-sensitive and community-driven, ensuring culturally appropriate and efficient delivery.

Example: The shift from food parcels to communal kitchens in Uganda — a simple but impactful innovation that prevented unrest and met everyone's needs.

Direct Impact, Not Layers of Overhead

Our donors' support reaches those in need faster because we minimize administrative layers and prioritize operational efficiency.

Donors see where their money goes — through project updates, verified footage, and open reporting.

This lean model fosters a stronger sense of trust and accountability, a key differentiator in an era of donor fatigue and skepticism.

Transparent and Human-Centered Approach

Transparency is not a slogan for us — it's a practice.

We connect donors directly with the stories and people they support. We encourage donor visits and offer field visibility rarely seen in the sector.

This radical openness transforms donations into relationships built on trust and shared humanity.

Sincerity and Faith-Based Integrity

Rooted in the Islamic principles of *Ikhlaṣ* (sincerity), *Raḥmah* (mercy), and *ʿAdl* (justice), Droplets of Mercy integrates spiritual integrity into operational excellence.

Every project is an act of service, not self-promotion.

We believe in doing what's right even when unseen, a principle that resonates deeply with donors seeking authenticity.

Bold Vision, Laser Focused Team

We are purpose driven.

We move fast, collaborate deeply, and uphold elite standards of governance, ethics, and quality.

We think big — tackling systemic issues like conflict, climate resilience, and child protection — but deliver with the precision of a focused, purpose-driven team.



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