CORPORATE STRATEGY

Zeeny Consulting
Strategy 2026–2030

The long game

We make humanitarian institutions stronger: governed with integrity, run on modern systems, funded responsibly and able to prove their impact.

www.zeeny.co

THE AMBITION

By 2030, any institution that wants to govern better, run on modern systems, raise resources responsibly and prove its impact calls Zeeny first.

Zeeny plays the long game. The chess knight behind our Z leaps obstacles, strikes from unexpected angles and holds its position for the endgame.

3×
revenue in 2030 against 2026

50%
of revenue from repeat clients and retainers

8
institutions running CharityHub live

60
institutions trained or certified every year

24
published case studies carrying our name

Five moves deliver the ambition: prove it, deepen the bench, put CharityHub to work, teach the sector and win through alliances.

THE DEMAND WE SERVE

Institutions need seven things, and Zeeny delivers all seven.

What institutions need	Zeeny service line	What we deliver
Digital transformation, data and artificial intelligence	Digital Transformation	CharityHub, ERP and CRM selection and integration, dashboards, automation
Compliance, self-regulation and controls aligned with FATF	Governance, Compliance and Audit	Board governance, risk frameworks, financial transparency reviews
Public trust and a strong reputation	Communication and Resource Mobilisation	Public positioning, media strategy, donor and public-trust campaigns
Excellence in how institutions are run	Institutional Transformation	Restructuring, operating models, policies and procedures, excellence frameworks
Programmes that reach vulnerable groups and deliver results	Humanitarian Programmes, Strategic Planning and Performance	Programme design, strategic plans, KPIs, balanced scorecards
Skilled, certified sector staff	Training and Executive Education	Certification tracks, leadership programmes, in-house academies
Partnerships and a rapid response to crises	Resource Mobilisation, Risk Management and Crisis Response	Donor negotiations, cooperation agreements, crisis readiness and communication

Sector needs are drawn from the priorities of Qatar's charitable and humanitarian sector strategy 2025–2030.

WHERE WE PLAY

We win the Gulf first, then follow our clients abroad.

Home market

The GCC. Our base, our language and our relationships sit here, and every offer is built for its institutions first.

Lead markets

The UAE, Qatar and Oman. We win these three before we open any other. A new country opens only when a funded engagement and a chartered associate are in place.

International network

Associates across 17 countries serve clients that operate beyond the Gulf, under one charter and one method.

Four client segments

Regulators and sovereign entities

that oversee or fund the charitable sector

National charities and foundations

including endowments

International NGOs and humanitarian organisations

including UN-linked bodies

Donors and corporate philanthropy

that need governance and impact assurance

HOW WE WIN

Clients can hire four kinds of adviser. Each leaves something out.

Who a client can hire	What they bring	What they leave out
Global advisory firms	Scale and brand	Depth in humanitarian and philanthropic institutions, and a platform that stays after the report
Regional generalist consultancies	Relationships and local reach	Specialists who know how NGOs, foundations and regulators actually run
Technology vendors	Software	The governance, compliance and change work that makes software run an institution
Independent specialists	Personal depth	A bench, a platform and a training pipeline behind the advice
Zeeny	**Senior specialists, CharityHub, training and published research in one engagement, in Arabic and English**	**Nothing a client needs to finish the job**

Advice that stays. The platform, the people we trained and the proof we publish remain inside the client after we leave.

OUR STRATEGIC CHOICES

Every choice closes a door, so all our strength goes through the one we keep open.

We choose	We refuse
Depth in humanitarian and philanthropic institutions	A generalist consultancy for every sector
Senior attention on every engagement	Volume delivered through junior teams
Advice and platform together, so CharityHub carries our advice into daily operations	Advice that ends in a report and a handshake
Proof anyone can verify	Claims no one can check
Associates and partners bound by one charter	A loose network trading under our name
Independence: we decline work that weakens a client's compliance	Revenue at the cost of our standards
Growth that senior capacity can carry	New markets, hires or offers without a funded backlog

WHAT WE SELL

Four offers, seven disciplines, four revenue streams.

Offer	The client gets	How we earn
Advise	Strategy, governance, compliance, resource mobilisation and crisis readiness across the seven disciplines	Fixed-scope projects and annual retainers
Build	CharityHub modules, ERP and CRM integration, dashboards and automation	Implementation fees and platform subscription
Train	Executive education, certification and in-house academies	Programme fees and licensed curricula
Publish	Research, benchmarks and sector insights	Sponsored studies and subscriptions

Institutional Transformation | **Governance, Compliance and Audit** | **Digital Transformation** | **Strategic Planning and Performance**

Humanitarian Programmes and Development | **Communication and Resource Mobilisation** | **Risk Management and Crisis Response**

MOVE 1

Prove it

Owner: Managing Principal · Starts Q4 2026

Institutions award work to the advisers they can verify, so we make Zeeny the easiest house in the sector to verify. Our governance, policies and standards sit open to any donor or regulator on our own pages. Every figure we publish traces to its source. Each year we add six case studies, told with client consent, until twenty-four stand behind our name and fifteen clients, donors and regulators vouch for us by name. The principals and associates behind the work are published beside it. When a donor asks who we are and what we have delivered, our own pages answer.

We commit to

- **24 published case studies by 2030, six a year**
- **15 named references by 2030**
- **Every published figure sourced and verified each year**
- **Profiles of every principal and core associate**

MOVE 2

Deepen the bench

Owner: Managing Principal · Starts 2027

A house is only as strong as the people who carry its name, so we build one that never depends on a single person. Every engagement has a named lead principal, runs on one method and passes quality gates at scoping, midpoint and close. We certify ninety percent of our principals and associates in a recognised professional field, grow future principals through mentoring and real client exposure, and certify the house to an international quality standard by the end of 2028. We ask every client how we did and hold a score of 4.5 out of 5. Every engagement leaves a method, a template or a lesson in our library, so the house grows sharper with each client.

We commit to

- **90% of principals and associates certified by 2030**
- **100% of engagements through every quality gate**
- **International quality standard certified by end 2028**
- **Client satisfaction of 4.5 out of 5 or higher**

MOVE 3

Put CharityHub to work

Owner: Head of Digital · Starts Q4 2026

Advice ends in a report, while a platform stays inside the institution and keeps its governance running. CharityHub is how our advice lives on after the engagement. We document all 25 modules publicly by the end of 2027, prove them in one reference implementation and grow to eight live institutions by 2030. An independent security and data-protection review comes before we sell wider. Integration kits for SAP, Oracle, Microsoft Dynamics and Odoo let clients keep the systems they trust. We use artificial intelligence where it makes our experts faster, in research, drafting and benchmarking, and a human expert reviews every output.

We commit to

- **All 25 modules publicly documented by end 2027**
- **8 live implementations by 2030**
- **Independent security review before wider sales**
- **Integration kits for SAP, Oracle, Microsoft Dynamics and Odoo**

MOVE 4

Teach the sector

Owner: Head of Training and Insights · Starts 2027

The institutions we train become the institutions that hire us, and the professionals we certify become the associates we trust. We run an executive education calendar with university partners and a certification pathway for charity managers in levels, and by 2030 we train or certify sixty institutions a year. Every year we publish a benchmark on governance and digital maturity, and every month an insight article under a named author. Once a year we gather the leaders of Gulf philanthropy and humanitarian action in one room. Zeeny sets the standard the sector measures itself against.

We commit to

- **60 institutions trained or certified a year by 2030**
- **One sector benchmark report every year**
- **One insight article every month, with named author and date**
- **One leaders' forum every year**

MOVE 5

Win through alliances

Owner: Partnerships Lead · Starts 2027

No house reaches every market alone, so we partner where a partner gives us reach we cannot build. Two universities and four technology and peer partners stand beside us by the end of 2029. A charter binds our associates to one standard, one method and one set of tools, and by 2029 a chartered associate serves each of our 17 countries. Every donor and UN agency relationship has a named lead. We attend five specialised international events a year, because that is where the sector sets its agenda.

We commit to

- **6 active cooperation agreements by end 2029**
- **A chartered associate in all 17 countries by end 2029**
- **A named lead on every donor and UN agency relationship**
- **5 international events a year**

Zeeny grows as fast as senior capacity allows, and no faster.

Commitment	Standard
Revenue	Three times the 2026 level by 2030
Recurring revenue	50% or more from repeat clients and retainers
Engagement margin	35% or more contribution on every engagement, after direct delivery, subcontractor, travel and platform costs
Client concentration	No client above 20% of revenue
Reinvestment	15% of revenue every year into CharityHub, curricula and the bench
Cash	Six months of operating costs held in reserve
Pricing	Full delivery and follow-up effort priced in. Consulting fees, platform costs and third-party licences shown separately. Commissions and partner incentives disclosed.
Growth discipline	Hiring and country entry follow funded backlog, never ahead of it

FOURTEEN MEASURES WE ANSWER FOR

We report all fourteen every year, starting with 2027.

#	Measure	2030 commitment	Deadline
1	Revenue against 2026	3×	2030
2	Revenue from repeat clients and retainers	50% or more	2030
3	Largest client share of revenue	20% at most	Every year
4	Client satisfaction after each engagement	4.5 out of 5 or higher	Every year from 2027
5	Principals and associates with a recognised certification	90%	2030
6	Engagements passing all quality gates	100%	Every year from 2027
7	International quality standard	Certified	End 2028
8	Published case studies	24, six a year	2030
9	Named references published	15	2030
10	Institutions trained or certified	60 a year	2030
11	CharityHub live implementations	8	2030
12	CharityHub modules publicly documented	25 of 25	End 2027
13	Active cooperation agreements	6	End 2029
14	Countries covered by a chartered associate	17	End 2029

ROADMAP 2026 TO 2030

Four phases take Zeeny from credibility to sector leadership.

1 Foundation

Oct 2026 to Jun 2027

Fix visible proof, name owners, record the baselines

Proof gate

Proof published
Owners named
Baselines recorded

2 Build

Jul 2027 to Dec 2028

Build the bench, certify delivery quality, complete the first CharityHub reference

Quality gate

Quality standard certified
Reference CharityHub live
All 25 modules documented

3 Scale

2029

Scale the offers and the partner network across all 17 countries

Network gate

17 countries covered
6 agreements active

4 Lead

2030

Lead through benchmarks and training, then write the next strategy

Strategy review

14 measures assessed
Next strategy approved

No phase starts until the gate before it is passed.

One accountable person owns each part of the house.

Part	Role and standard
Principals	Own the client relationship and sign off the advice. A named lead on every engagement.
Associate experts	Bring specialist and country depth. Vetted, contracted, bound by confidentiality.
Delivery squads	Run engagements to one method, with quality gates at scoping, midpoint and close.
Digital and data team	Maintains CharityHub and our tools. Release and security reviews on every version.
Quality and ethics office	Reviews conflicts, compliance and lessons learned, independent of the engagement team.

Rules of the house

- Every client, partner and donor passes sanctions, anti-money-laundering and due-diligence screening before work starts.
- Conflicts of interest are declared in writing before scoping.
- Everyone signs the anti-corruption and gifts policy each year.
- An independent review of Zeeny's own governance takes place every year, and we publish a summary.
- We advise, enable and support implementation. Clients keep authority over their operations, funding and beneficiary decisions.

Seven risks can slow Zeeny, and each has an answer built into the moves.

Risk	Our answer	Where
Dependence on the founder	A named lead principal on every engagement, documented methods, a future-principal track	Move 2
Quality slips as we grow	Quality gates, a client survey after every engagement, independent review	Move 2
Our claims are challenged	Every figure verified each year, every claim linked to its source, proof published	Move 1
A CharityHub fault or security incident	Independent security review and a reference implementation before wider sales	Move 3
Conflict of interest or sanctions exposure	Screening before every engagement, written declarations, a review office independent of delivery	Rules of the house
Concentration in a few clients	Four segments, four revenue streams, retainers, a 20% ceiling on any client	Economics
Uneven associate quality	Network charter, vetting and shared tools	Move 5

Risk appetite. We accept no risk of financial misuse, rights violations, confidentiality breaches or unsupported public claims. A critical risk triggers immediate escalation and a decision to pause, remediate or exit.

Every engagement passes six gates from first meeting to verified benefit.

Gate	What must be true to pass
G0 Qualify	Client need, ethical and commercial fit, conflicts, country constraints, scope and permission to use evidence are confirmed.
G1 Diagnose	Baseline, priority problem, stakeholder map and risk assessment are accepted by the client sponsor.
G2 Design and commit	Costed plan, outcome measures, roles, dependencies and funding are approved by the client.
G3 Build and test	Designs or configured systems pass user tests and control checks, with training and readiness evidence.
G4 Launch and transfer	The operational owner accepts the handover. Support, access, continuity and adoption are in place.
G5 Verify and learn	Benefits and community evidence are reviewed at 90 and 180 days. Open actions are assigned and our methods improve.

One connected record holds scope, schedule, budget, decisions, risks and benefits. Blocked decisions escalate at once. Material changes need the client sponsor’s approval. A safeguarding, security or integrity concern pauses delivery immediately. Statutory audits and formal assurance opinions go to independent licensed professionals.

We report what we can prove, at the level we can prove it.

Level	Evidence required
Zeeny output	Accepted design, system, training or advisory deliverable. Proves completion only.
Client institutional outcome	Verified change in behaviour, cost, timeliness, controls or service quality, compared with the baseline.
Community outcome	Change in a defined condition for the intended participants, with other influences considered.
Broader impact	Longer-term change assessed through credible evaluation. We claim contribution, not attribution, unless causality is shown.

- Indicator definitions and eligible groups are frozen before delivery.
- Every result shows numerator, denominator, exclusions and missing data. Missing data is never recorded as zero. A zero denominator is not applicable, never 100%.
- Client and country results come before any portfolio total. We never average unrelated outcomes into one impact score.
- Community results are split by sex, age, disability and location where that is safe. Identities are protected.
- A baseline changes only through a documented decision that keeps the original target and the reason.
- Progress is reported monthly, outcomes quarterly, and results are independently challenged every year.

Technology serves the institution and never runs ahead of it.

Sequence

Process ownership, information classification and a reliable data model come first. Priority workflows and financial controls follow. Portals, mobile access, analytics and AI come only when the data and adoption can carry them.

Release conditions

- Role-based access and segregation of duties
- Client-approved hosting and a tested backup restoration
- Tested integrations, security review and user acceptance
- Arabic and English usability, offline needs and data export

Artificial intelligence

- Every use case passes tests for benefit, error, bias, privacy and human review before release.
- Unreviewed AI never decides beneficiary eligibility, adverse outcomes or safeguarding responses.
- Every AI output has an audit trail and a route for correction.

Independence

When we recommend a Zeeny platform, the business case records the alternatives, total cost, migration and exit arrangements.